

Social Performance

- Initiatives in Planning and Construction of New Housing Estates
- Initiatives in Existing Housing Estates
- Initiatives in office at work



We are committed to ensuring safety at our estates, promoting quality living, fostering partnership with different stakeholders and building up a sense of community among our tenants.

Through various public channels and social activities, we are able to communicate our policies, plans and achievements to our stakeholders on a timely manner, while listening to their valuable feedback.

As a socially responsible organisation, we have achieved full compliance with applicable social legislation during the reporting year. In addition, our continuous efforts in cultivating safe and caring working and living environment have been recognised by a number of awards. In particular, we received the “5 plus Consecutive Years Caring Organisation Logo” by the Hong Kong Council of Social Service for the seventh time in 2012/13.



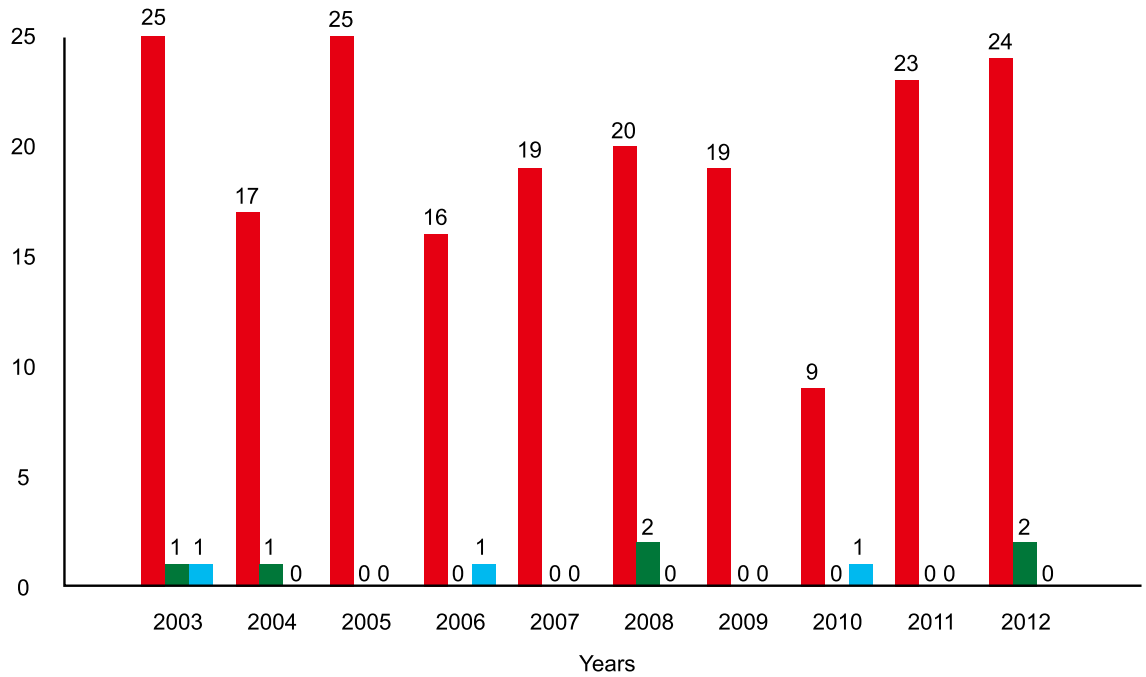
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Initiatives in Planning and Construction of New Housing Estates

Construction Site Safety

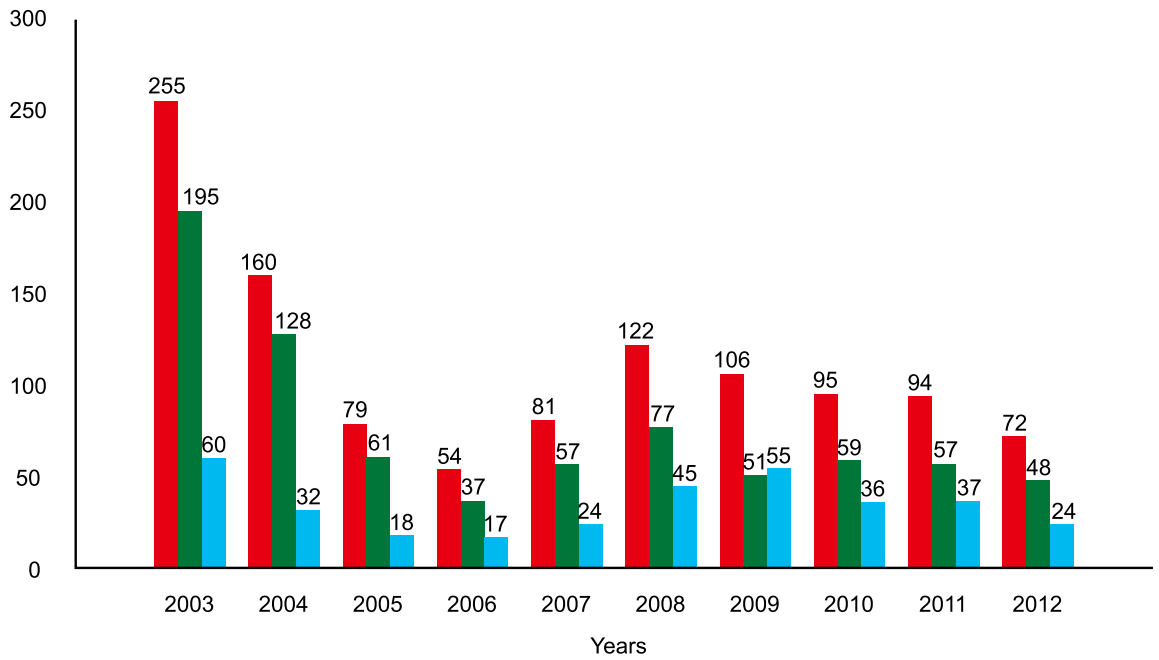
It is our commitment to provide safe working environment to all workers involved in our projects, including those employed by our contractors. Following the safety goal stated in the HA Site Safety Strategy 2012, the accident rate was 7.4 per 1 000 workers for new works contracts and 4.8 per 1 000 for maintenance works contracts in 2012, which are well below the average Hong Kong industry accident rate of 44.3 per 1 000 workers.

Number of Fatalities Compared to Local Construction Industry



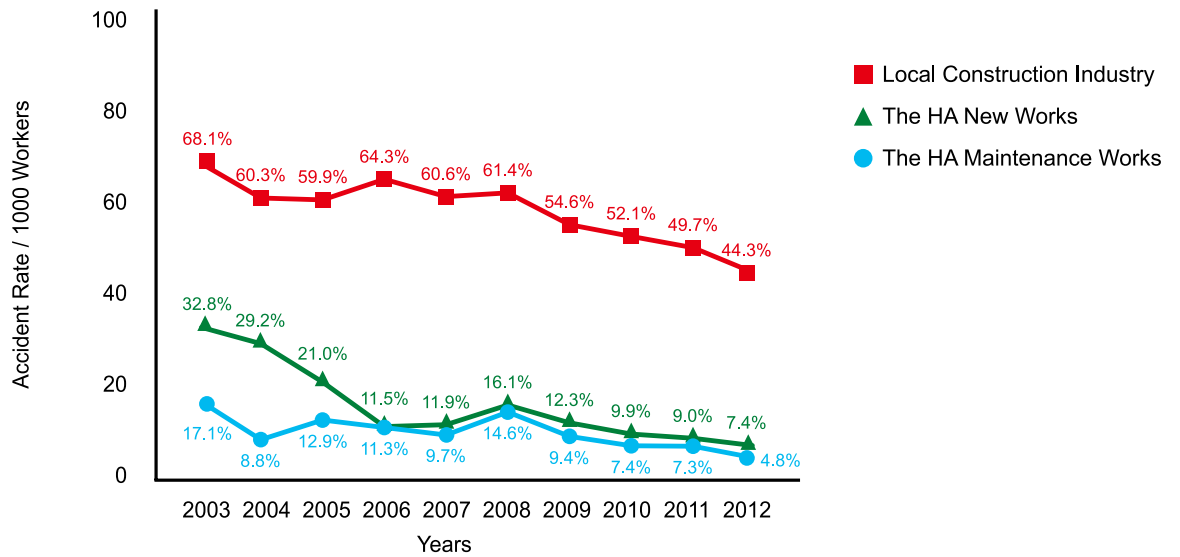
- Local Construction Industry
- The HA New Works
- The HA Maintenance Works

Number of Accidents at the HA's Construction Sites



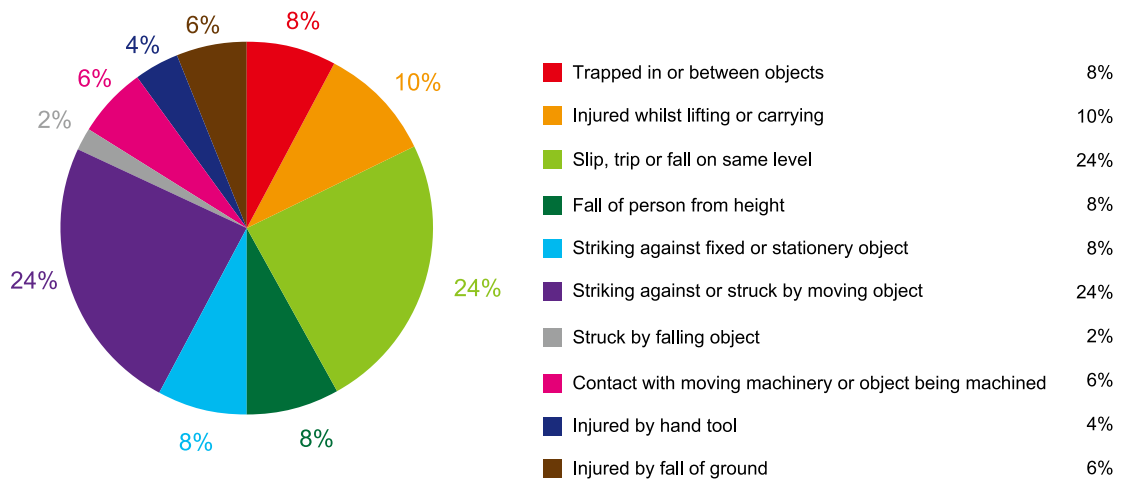
- All HA Construction Sites
- The HA New Works
- Maintenance Works

Accident Rate per 1000 Workers Compared to Local Construction Industry Average

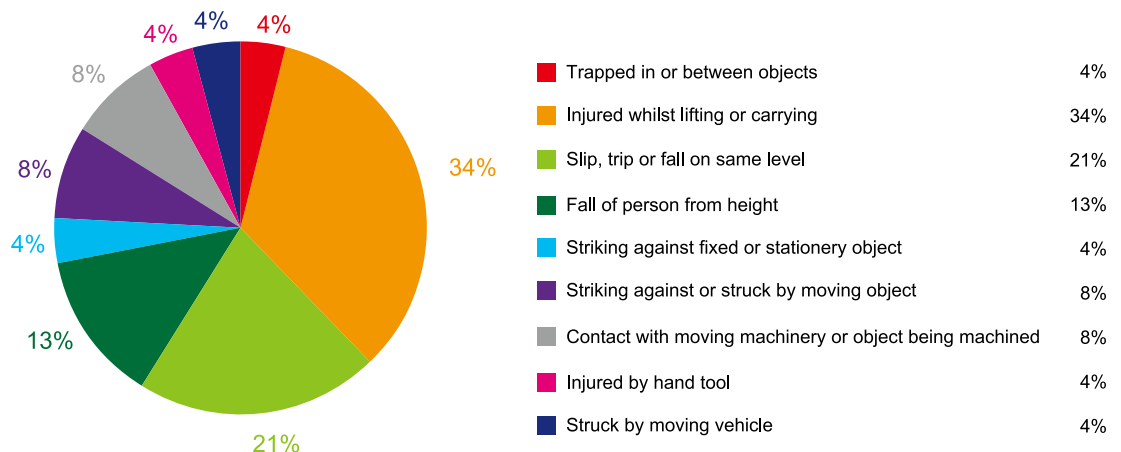


The major distribution of different types of accidents in both new works and maintenance works are presented below.

Types of Accident in New Works



Types of Accident in Maintenance Works





New uniform adopted at HA's construction sites

To enhance the safe and professional image of the construction teams, a standard industry uniform has been adopted at HA's construction sites starting from the third quarter of 2012. To enhance safety awareness of workers and improve safety management system, we continue to monitor site safety at construction sites for both New Works contracts and Maintenance contracts. We have also promulgated new specification clauses to introduce caring programme for new workers in our new works contracts in March 2013. Moreover, Working Groups on Safety of Plant on HA sites were established to undertake reviews of practical measures to tighten tender assessment and specifications. Scoring system in technical submissions of complex building and piling contracts on plant in tender, Performance Assessment Scoring System (PASS), PilingPASS and DemolitionPASS have been enhanced to improve plant safety. New initiatives to enhance safe working environment and work practices will be formulated when circumstances arise.

We have conducted safety training, forum, seminars and updated our Site Safety website regularly and published the Practical Guide to Working at Height: Ensuring Safe Work Practices to enhance safety awareness and practice at construction sites. Co-organised by the Occupational Safety and Health Council, the 6th annual Site Safety Forum for Works Contracts and Property Services Contracts in June 2012 focusing on the theme of safe work and zero incidents has provided a platform for contractors, service providers and workers to exchange ideas and share experience.



Site Safety Forum for Works Contracts and Property Services Contracts

In addition to enhancing our Safety Auditing Scheme, we introduced our Lift and Escalator Nominated Sub-contracts Safety Auditing System, supplemented by the Surprise Safety Inspection Programme. We have also applied Building Information Modelling for work sequence visualization to enhance site safety. Provision of railing or fall arrest system as the last resort along the roof edges footbridges, covered walkways and canopies is introduced in new works contracts to protect maintenance and cleansing personnel from falling from height.

Partnership with Contractors and Suppliers

It is important to collaborate closely with our contractors to ensure safety at construction sites for quality delivery of projects.

As part of the tendering requirements, we request our contractors to comply with relevant international standards in quality management (ISO 9001), environmental management (ISO 14001), and occupational health and safety management (OHSAS 18001). Our enhanced Integrated Pay for Safety, Environment and Hygiene Scheme was implemented for new works contracts tendered from the second quarter of 2012 onwards. It provides incentives to encourage contractors to improve practices in relevant aspects.

We continue to use the PASS to monitor and measure the performance of our building, building services, piling, demolition and soft landscape contractors. At the end of 2012, the improvement of the average score of the PASS for different contractors in comparison with figures at the end of 2002 is tabulated below. We also planned to extend the PASS to cover lift modernisation in the third quarter of 2013.

Type of Contractors	Average PASS Score Improved (Compared with figures at the end of 2002)
Building Works	+2.18%
Electrical	+17.07%
Fire Services and Water Pumps	+24.78%
Lifts and Escalators	+12.31%

Planning and Design to Promote Social Cohesion

Enhanced Planning and Design

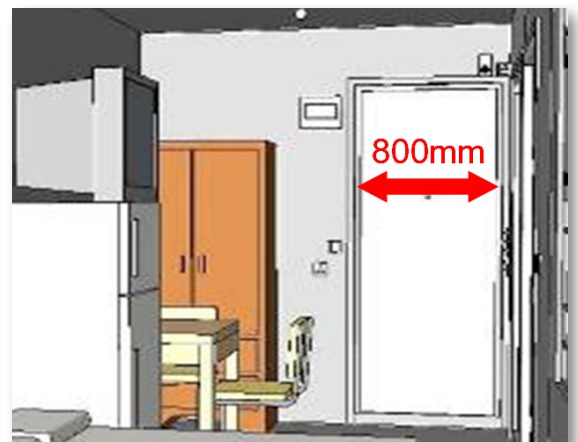
We actively promote social cohesion in the planning and design of housing estates. New estates with common areas were planned and designed according to site character to foster their own identities. We have also adopted the Universal Design principles in the design and planning of community facilities and domestic flats. By close liaison with other Government departments, we work to ensure timely availability of funding for the facilities and monitor the progress of infrastructure works to tie in with population intake in new estates.

Aiming to provide comfortable living environment for our tenants, we strive to continuously improve the flat design with regard to environment-friendly materials, cost-effective construction methods, and caring features for users. During the year, we have implemented the following features in the new flat design:

- A 50mm increase in storey height for better natural ventilation, lighting and spatial quality;
- An innovative design for cooking bench, with three adjustable heights to provide tenants with convenience of installing different types of stoves;
- A wider flat entrance door to allow easy access of wheelchair and comply with Universal Design principles;
- A wide range of notional family flat partition layout options, which enable easy setup of floor screeds and block wall partitions in accordance with the Building (Minor Works) (Amendment) Regulation 2012; and
- A new window arrangement of fixing main front windows while leaving side windows for ventilation to help reduce the traffic noise level up to about 2-3 dBA at some estates.



New polymer resin cooking bench with three adjustable heights



Width of flat entrance door increased from 750mm to 800mm

Engaging the Local Community

To increase the communication with the public, we organised a wide range of community engagement activities during the project planning, design, construction and flat intake process stages. We conduct community engagement workshops to present new development proposals to stakeholders and invite comments from audience to enhance the planning and design of the projects. These activities included engagement workshops or forum for Ex-Kwai Chung Married Quarters, Tai Pak Tin Street, Fanling Area 49 and Sha Tsui Road Home Ownership Scheme (HOS) Development, engagement meetings for Tuen Mun Area 54 Phase 2, Pak Tin Estate Redevelopment and Chai Wan Factory Estate and Sha Tsui Road HOS Development.



Community engagement workshop – public rental housing (PRH) development at Ex-Kwai Chung Police Married Quarters

Performance Review

As a continuous practice, we have engaged a third party to assist us in conducting tenant satisfaction surveys on newly finished buildings to collect their feedback on flat layouts, building services, waste recycling, etc. Last year, we surveyed 16 454 flats at nine estates and conducted more than 3 000 interviews, achieving an average satisfaction rating of 91.99%. As a follow-up to these surveys, we also organised Post Completion Review Workshops, where comments regarding the new estates would be exchanged in an interactive way. The findings will then be used as a useful reference for the regular review process for the Model Client Brief and Modular Flat Design.

To benchmark our performance against the industry, we have participated in the HKQAA-HSBC CSR Index annual performance assessment. Achieving a full score of 5.0, we were glad to receive this recognition that demonstrated a high level of corporate social responsibility through our practice.

Initiatives in Existing Housing Estates

Safety

Site Safety

Administered by the Occupational Safety and Health Council, the HA Safety Auditing System (Maintenance & Improvement) for District Maintenance Contracts, Redecoration Contracts, Lift Addition Contracts, Lift Modernisation Contracts and Lift Maintenance Contracts was launched in April 2012. The new system further ensures safety performance associated with these contracts. The annual Site Safety Forum for Works Contracts and Property Services Contracts as well as the Occupational Safety Forum for Cleansing Service also brought together contractors, service providers and frontline workers to share their experiences and practices on safety.

Fire Safety

Fire poses a significant safety risk to building occupants. Besides disseminating fire safety messages through the HA's fire safety website, radio programme and video broadcasting via Housing Channel, we continue to work closely with the Fire Services Department to arrange training sessions for tenants who are interested in becoming Fire Safety Ambassadors and Trainers. In 2012/13, our annual fire safety quiz was held in all estates for the eighth consecutive year, attracting a record number of 16 000 entries.



Fire Services Department Training Programme for PRH residents at Pat Heung Fire Services Training School

Our Estate Management Advisory Committees (EMACs) serve as an effective platform to promote safety awareness among local community. We present annual awards to 18 EMACs to recognise their outstanding achievement in 2012/13.

To equip tenants with knowledge in dealing with fire emergencies, we have organised fire drills at estates throughout the year. Estate fire safety campaigns were organised and safety messages were disseminated through posters, pamphlets and game booths, to increase the tenants' awareness and knowledge of fire prevention and escape.



Fire safety education game booth

Lift and Escalator Safety

Lifts and escalators are used by thousands of residents each day, we therefore put a lot of efforts to ensure their safe operation and use. Regular campaigns were held to promote general awareness on lift and escalator safety among the residents across all estates. The Retractable Fall Arrestor system was installed to improve worker safety during operating in lift pits. Moreover, the Safety Auditing System (Maintenance & Improvement) for Lift Maintenance Contracts and Lift Modernisation Works include regular reviews on lift safety performance for analysis and action.



Safety Mascot promoting lift and escalator safety to children and tenants in estate



Puppet shows at kindergarten promoting lift and escalator safety

Caring Neighbourhood

Quality Living

We provide tenants with well-maintained and quality living environment by introducing various schemes and measures, which include:

- Total Maintenance Scheme (TMS): operated on a five-year cycle and supplemented by the Responsive In-flat Maintenance Service, which had been implemented in all estates. TMS In-flat Inspection and Repair Programme had been successfully rolled out in 30 estates in 2012/13;
- Comprehensive Structural Investigation Programme (CSIP): assessing the performance of structures close to 40 years old and helping us determine whether they should be cleared or further sustained. CSIP investigation works were completed in three estates in 2012/13; and
- Estate Improvement Programme (EIP): for buildings identified by CSIP to be suitable for retention, EIP will implement necessary upgrading works to enhance tenants' living conditions (e.g. renovation of empty bays, resurfacing of public areas, addition of lifts and covered walkways and improvement of leisure facilities), EIP was carried out in ten estates in 2012/13.

Accessibility and Security

Starting from 2008, we have launched the lift addition programme to install lifts in some older estates to enhance accessibility and convenience for tenants at those estates. Out of the 35 projects under the programme, 22 were completed in 2012/13. At other applicable estates, we continued to replace older lifts with new models in phases through lift modernisation work (currently including 520 lifts in 24 estates) to improve their efficiency, user experience and energy saving.

In accordance with the Government's Design Manual: Barrier Free Access 2008, other than improvement on lifts, we also carried out enhancement works on pedestrian paths, access ways, and features to meet the special needs of individuals with disability. For each wheelchair-bound PRH applicant, we will arrange a joint site inspection for the applicant together with his/her occupational therapist or physiotherapist to confirm the accessibility and suitability of a flat for the applicant or the feasibility of flat modifications to improve accessibility prior to formal allocation.



Ramp for persons with disability

We further improved our Closed Circuit Television (CCTV) surveillance system with advanced colour cameras, digital video recorders and network infrastructure in PRH estates. We have completed the system upgrading in 132 estates by the end of 2012/13.

Clean Neighbourhood

We rely on cooperation of our tenants to keep a clean environment at estates. In addition to conducting regular awareness campaigns, we have applied a Marking Scheme for Estate Management Enforcement in Public Housing Estates to give penalty points to households that have conducted hygienic associated misdeeds. It could lead to termination of tenancy if 16 or more penalty points have been accumulated within any two-year period. During the year, 2 210 households were given penalty points under the Marking Scheme and 12 of them had accumulated 16 points or above.

Rent Assistance

We continue to implement the Rent Assistance Scheme to help tenants facing temporary financial hardship by granting them rent reduction. In 2012, we have promoted the scheme through Housing Channel, radio, posters, leaflets and EMAC newsletters to introduce the scheme to those in need.

Harmonious Families

Families are basic units of the society. Therefore, we have launched a series of schemes under the “harmonious families” theme for PRH tenants. There were more than 4 700 households participated in these schemes in 2012/13, with the total number of benefited households reaching 25 610.

The Harmonious Families Priority Scheme and Harmonious Families Transfer Scheme encourage different generations of eligible family members to live close and take care of their elderly or dependent relatives. The Harmonious Families Priority Scheme can award a six-month waiting time credit to eligible public housing applicants, and provides them with the options of living together with their parents or dependent relatives in any of the Waiting List (WL) Districts, or living in two nearby flats in the same WL District (other than the Urban district). Moreover, two generations of family members living in PRH flats in different District Council districts can also apply for moving closer to each other through the Harmonious Families Transfer Scheme.

The Harmonious Families Amalgamation Scheme offers options for younger families to share PRH tenancy with their parents, while the Harmonious Families Addition Scheme provides options for elderly tenants to add their younger family member(s) to the existing tenancy respectively.

Transfer Opportunities

We provide the Territory-wide Overcrowding Relief Transfer Scheme, the Living Space Improvement Transfer Scheme, and the Internal and Special Transfer avenues to cater for the changing housing needs of our PRH tenants.

The Territory-wide Overcrowding Relief Transfer Scheme aims to allocate more living space for overcrowded families, i.e. household occupying less than 5.5 square metres of Internal Floor Area per person. We conducted two exercises in 2012/13 to transfer a total of around 520 overcrowded families to larger accommodation. At the end of March 2013, the total number of overcrowded PRH households was reduced to around 3 160, equals to 0.45% of all PRH households, which is lower than our pledge of having less than 0.55% of PRH households being classified as “overcrowded”.

The Living Space Improvement Transfer Scheme offers an opportunity for households occupying less than seven square metres of Internal Floor Area per person to apply for more spacious accommodation. During the year, we conducted one exercise to transfer 1 180 households to bigger flats.

Families with medical or social difficulties can apply for the Internal and Special Transfer Schemes to change accommodation to suit their needs. Applicants may opt to transfer either to another flat in the same estate or to a different estate. During the year, around 3 850 households were transferred under these Schemes.

Close Communication with Stakeholders

To keep stakeholders updated about our latest development and information of their interest, we maintain a range of communication channels to suit the need of different groups.

Engaging the Estate Management Advisory Committees

Acting as task forces for new initiatives and effective communication channels between estate management teams and tenants, the EMACs are provided with funding for partnering with non-governmental organisations (NGOs) to organise activities at estates.

In 2012/13, EMACs partnered with NGOs to deliver some 400 community building functions to promote neighbourliness in PRH estates, of which around 250 of them focused on outreaching services for the elderly.

Engaging the Local Community

Building up sense of community among tenants is very important. During the year, we organised various activities and public events to encourage interaction and experience sharing among fellow residents. These activities and events cover policies and topics related to combating tenancy abuse, the Marking Scheme, rent payment services, safety, hygiene, in-flat maintenance, epidemic prevention, environmental protection and healthy ageing.

On 4 August 2012, during a ceremony officiated by the HA's Chairman Professor Anthony Cheung Bing-leung at Upper Ngau Tau Kok Estate, a large painting made up of 160 small works contributed by various estates was displayed. This artwork highly demonstrates the estates' community spirit.



Gigantic painting made up of 160 small works demonstrating the estates' community spirit

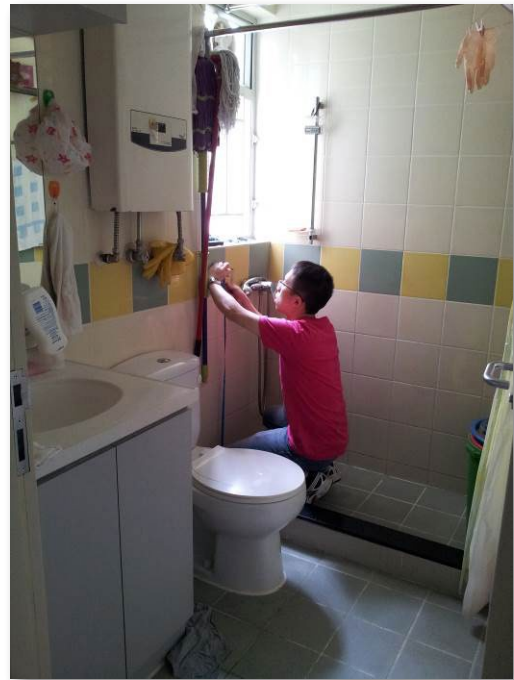
In January 2013, the annual Volunteer for Seniors Day was held, with over 2 700 volunteers, including Professor Cheung, visiting and bringing gifts to around 1 000 elderly tenants in 61 estates. In view of the high risk of falls to the elderly, 12 estate-based fall prevention roadshows were carried out regularly throughout the year, providing useful guidance on how to do exercise safely and prevent risks of falls. For those in need, visits by occupational therapists and volunteers were also arranged after the event.



Volunteer for Seniors Day



Fall prevention roadshows to educate tenants on safe exercises



Home visit by occupational therapists and volunteers to the elderly

In collaboration with the Department of Health, we have launched a community health promotion programme at 14 estates to promote a sustainable living style among PRH tenants through adopting regular physical activities and a healthy diet.



Community health promotion programme award ceremony

Estate Management and Services

Various contractors are involved in the property management, cleansing, maintenance and security services in our estates. Therefore it is crucial to maintain a strong partnership with our estate management contractors to ensure the provision of the best possible services to our tenants.

We review our contractors' work regularly and have established a dedicated central audit team to calibrate our assessment of the performance of Property Services Agents. We have also released the General Specification 2013 to provide comprehensive guidance for contractors by incorporating the latest legislative requirements and international standards. To enhance service standards of business partners, we continuously implement, monitor and review the Maintenance Assessment Scoring System (MASS) in building maintenance and building services maintenance contracts. The trial run on the new MASS for fire services, water supply and lift installations was launched in 2012/13 while that for electrical installations, air-conditioning and room coolers will be launched in third quarter of 2013. The application of MASS for preferential tendering opportunities for building maintenance District Term Contracts had also been implemented in the third quarter of 2012.

To provide formal recognition to our services and estate management contractors with outstanding performance during the year, we held the ceremony of annual Estate Management Services Contractors Awards in March 2013. A total of 25 awards were presented to our services contractors.



Presentation ceremony of the annual Estate Management Services Contractors Awards

Besides listening to workers' concerns through labour unions, we arrange a seminar with the Labour Department to enhance workers' awareness of various labour protection legislation, e.g. the Statutory Minimum Wage Ordinance. In 2012/13, a total of 49 surprise visits to 36 estates under 46 service contracts were conducted. Some 1 400 non-skilled workers were interviewed. We received and addressed a total of 72 enquiries from stakeholders on protection of non-skilled workers' rights against exploitation during the year.

On all HA contracts, we apply and monitor the implementation of initial Statutory Minimum Wage. A revised internal manual and a guideline for contractors on Wage Monitoring System (WMS) were issued, and they would be updated from time to time to incorporate the latest requirements. We regularly conduct review on the effectiveness of the WMS for works and services contracts. A meeting of the “Working Group for Monitoring Wages Payment to Workers” has been held annually to monitor and review the effectiveness of the system.

Initiatives in Office at Work

Workplace Health and Safety

We are committed to maintaining a safe and healthy workplace for our employees and visitors. To this end, we conduct the Department Office Safety Inspection Exercise on an annual basis to identify potential hazards at workplace. About 350 office safety inspections were completed in May 2012.

In 2012/13, 32 injury-on-duty cases related to the HA/HD employees were recorded. Our injury rate per 1 000 employees was 3.8, which is lower than the injury rate of 14.1 per 1 000 employees in all economic activities in Hong Kong in 2012. There was no fatal or occupational disease case reported during the year.

Regular training courses and seminars on topics related to occupational safety and health (OSH) are carried out periodically. Over 160 OSH courses and seminars were conducted for some 5 400 staff members in 2012/13, covering topics such as construction site safety, arboriculture safety, working in confined spaces, first-aid skills, break-away techniques, and how to handle customers with aggressive or violent behaviours. The associated practical guidelines have been created for internal reference, supplemented by regular updates on news, tips and other publications issued by the OSH Council and the Labour Department.



Safety Training for Certified Workers in Confined Space (left), OSH Awareness Training for Total Maintenance Scheme Unit (right)

Staff Development and Participation

We are proud of having a caring and competent team to serve the community and to deliver quality services.

Staff Development

In addition to classroom sessions, study tours, site visits and training programmes, we have developed an online e-learning portal to support the career and personal development of staff. Many learning materials are uploaded regularly onto this e-learning portal for easy access by staff. A dedicated campaign was also organised in October 2012 to promote the use of web courses internally.



Promotion of web courses

Continuing education and development is a key component of our human resource management. Employees are provided with a range of course options to help enhance their technical and managerial competence, as well as develop skills to manage changes in business operations each year. During the year, programmes were offered to staff on the implementation of ISO 14001 in estates, Phase II of the Enterprise Resource Planning system and the Customer Services Management System. Local and overseas management development programmes were planned for staff identified under the succession plan. Seminars, such as “Visionary Leadership” and “Leading Change in Traditional Business” were held for directorate officers and professional staff. To learn from best industry practices, visits to external organisations were also arranged for staff. An average of 27.2 training hours per capita was recorded in 2012/13.



Seminar on Visionary Leadership

Staff Engagement

To reinforce core values and team spirit among employees, our Core Values Alignment Package has been in operation for the second year in 2012/13, which continued to serve as a useful online tool to exhibit HA's achievement in people-oriented services to staff.

We welcome feedback and suggestions from staff, and maintain open communication channels through focus group meetings, goodwill visits, counseling, interviews, meetings, and gatherings with staff associations. We conduct a one-day workshop every month to encourage a people-oriented caring approach among middle managers by teaching knowledge and skills related to leadership, staff development and motivation.



Care@Work Workshop

Our Employee Wellness Programme addresses the important issues related to personal hygiene and fitness of our staff. The Programme includes information sessions such as seminars on eye care, stress management, family relationship, talks on “work smart live smart”, as well as group activities to enhance health awareness. Making use of our Health Portal on intranet, we are able to disseminate latest health-related knowledge to our staff and their families.



Seminar on Staircase Climbing (top left), Front page of Health Portal (right), Seminar on Stress Management (bottom left)



Visit to Sha Tau Kok Farm

Communicating with the Public

We maintain open and active communication means to hear stakeholders' views and to disseminate our policies, strategies and initiatives regarding planning, construction and management of public housing developments, so as to meet the expectations of the general public. We make use of various publicity and promotional channels to promulgate the HA's policies and new initiatives. These include online platforms, PRH broadcasting, press statements, media interviews, newsletters, display panels, posters, leaflets, brochures, e-publications, videos, radio promos, etc.

Our Housing Department Integrated Communication Centre is responsible for handling public enquiries and requests made by phone calls, email, letters and faxes. Telephone enquiries are mostly answered by our pre-recorded messages system, while about 27% was handled by personal helpdesk staff. During the year we received and answered about 1.54 million telephone calls, around 4 200 per day on average. We also received and handled around 39 400 enquiries and 182 complaints via emails, letters and faxes.

Through our bi-weekly e-newsletter named "Housing Dimensions" and bi-annual publication of "EMAC Newsletter", we share the latest and hot issues targeting at the general public and PRH tenants respectively. We also rely on media channels to facilitate our communication to a wide range of stakeholders. Besides issuing 56 press releases and holding 29 press briefing sessions, we responded to 920 direct enquiries from media and 631 public enquiries/complaints raised first through media in 2012/13.



Press briefing session

Over the years, we have provided tailor-made tours for a large number of visitors from local community, the Mainland and overseas. Many showed a great interest in our reputable PRH programme. Among the 100 visits we hosted in 2012/13, about two third were for visitor groups from the Mainland and overseas. In June 2012, we were honoured to welcome the then President of the People's Republic of China Mr Hu Jin-tao at the Kai Ching Estate construction site.



Mr Hu Jin-tao visited the Kai Ching Estate construction site

Furthermore, we have published and presented papers, and delivered talks regularly in both local and international arenas to share HA's initiatives with the public and the industry.

With the advancement of digital technologies, information technologies are playing a more and more important role in our communication to stakeholders. Our award-winning Housing Authority/Housing Department website provides a comprehensive portal to the public regarding the status of PRH allocation, statistics of housing development, reports on completed projects, as well as specific information for eligible buyers under the Home Ownership Scheme.

Last year, we created a series of award-winning videos themed "Community Impressions" as a vivid way to demonstrate the colourful life at estates through real life stories and some tenants' testimony. Multimedia materials, such as the above series of videos, are available in our website, Public Housing Vista Facebook page, and links through external websites (e.g. Youtube).



To commemorate the 60th anniversary of public housing development in Hong Kong, we have been planning a number of events and activities such as public exhibition, 18th Conference of Housing and Urban Public Corporations in Asia, the EMAC Seminar as well as production of a documentary video on public housing development. We are also launching a series of activities in public housing estates and shopping centres in May 2013 to celebrate our anniversary.

A series of award-winning videos themed "Community Impressions"