

# About the Hong Kong 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). It supports the Transport and Housing Bureau with the Housing Department (HD) acting as an 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

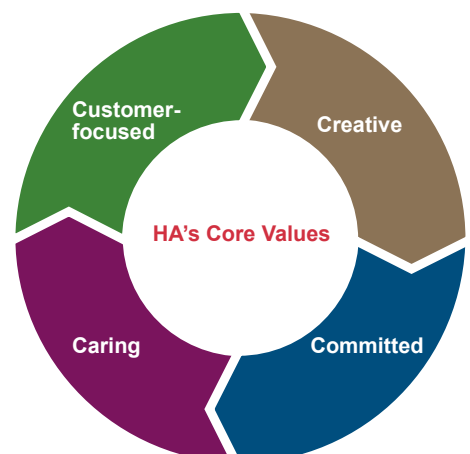
- To provide affordable quality housing, management, maintenance and other housing related services to meet the needs of our customers in a proactive and caring manner;
- To ensure cost-effective and rational use of public resources in service delivery and allocation of housing assistance in an open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

### Our Core Values

While providing quality public housing that is safe, affordable, people-oriented and environment-friendly, we also incorporate other sustainability considerations in planning and implementing our housing development and management programme. For instance, we strive to optimise our available resources for public housing production and reduce energy consumption in the communal area of the public housing as well as enhance construction safety to protect the well-being of our business partners and the general public.



The HA Headquarters



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 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 in public housing development and management services. We attempt to enhance social cohesion, foster the well-being of society as a whole, and encourage Corporate Social Responsibility along with 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.

To ascertain 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 since 2012/13. In 2013/14, six pilot estates with 40 public rental housing blocks were selected to participate in SBI Scheme and awarded the SBI Verified Mark. Being the first organisation to obtain the HKQAA SBI Verified Mark, we aim to have 10 estates, containing around 80 housing blocks representing the majority of the HA's standard block designs, to be enrolled in the SBI Scheme by the end of 2014/15.

## 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 work closely 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 activities held by green groups and other government departments, such as the Hong Kong Flower Show, Eco Expo Asia and Green Carnival.

## Housing Stock and Production

As at the end of March 2014, we are providing accommodation to about two million people, who live in nearly 743 700 PRH units in more than 160 PRH estates across Hong Kong.

In 2013/14, we met our target for the year and completed construction of around 14 100 PRH units. A total of seven projects were completed including Tak Long Estate Phases 1 to 3, Wing Cheong Estate, Yee Ming Estate, Kwai Yat House and Kwai Yuet House in Kwai Luen Estate and Shek Foon House in Shek Lei (II) Estate. In response to the urgent needs for PRH in the community, our Public Housing Construction Programme was adjusted to supply around 81 100 flats over the five-year period, starting from 2013/14.



Wing Cheong Estate



Kwai Yat House and Kwai Yuet House in Kwai Luen Estate

## Infrastructure

In 2013/14, we awarded 7 foundation contracts and 5 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 socially and environmentally sustainable living environment for our tenants and the community.

## Commercial Properties

In 2013/14, we constructed 13 200 square metres gross floor area of retail facilities, and 470 car parking spaces. As at the end of March 2014, our total non-domestic stock includes:

- around 208 000 square metres of commercial and retail space
- around 28 200 car parking spaces
- around 202 100 square metres of factory premises
- around 2 150 100 square metres of community, education and welfare facilities
- around 397 000 square metres of other space, used for miscellaneous purposes

## Human Resources

### Staff Resources

We regularly review the manpower plan and human resources management policy. Staff resources have been increased for the implementation of the new Home Ownership Scheme and other housing initiatives. As at the end of March 2014, we had 8 853 staff, including 8 162 civil servants and 691 contract staff, representing a slight increase of 3.8% from the previous year.

#### Total Workforce (as at 31 March 2014)

<b>Total number of staff</b>		<b>8 853</b>
Breakdown by employment type	Civil servants:	8 162
	Contract staff:	691
Breakdown by strength	Directorate Staff:	58
	Professional Staff:	793
	General Staff:	5 170
	Site Staff:	1 679
	Technical Staff:	1 153
Breakdown by employment contract	Full-time:	8 853
	Part-time:	0
Breakdown by gender	Male:	5 582
	Female:	3 271
Breakdown by age	Age 20-29:	577
	Age 30-39:	1 690
	Age 40-49:	2 521
	Age 50-59:	3 967
	Age 60 or above:	98

#### New Employee Hires and Employee Turnover

	Male	Female
<b>New employee hires<sup>[1]</sup></b>		
Age 20-29:	139	139
Age 30-39:	115	76
Age 40-49:	22	19
Age 50-59:	6	4
Age 60 or above:	0	0
<b>Employee turnover</b>		
Age 20-29:	14	13
Age 30-39:	36	39
Age 40-49:	19	26
Age 50-59:	85	43
Age 60 or above:	161	29

[1] The above figures involve staff (position as at 31.3.2014) with their 1st appointment date falling within the period from 1.4.2013 to 31.3.2014.

## Training

Throughout the reporting year, we conducted 911 training courses (including internal and external seminars/workshops/training courses) and a total of 43 251 trainees were involved.

### Training Hours Breakdown

	No. of staff	No. of staff attended training	Training hours received (hours)	Training hours per staff (hours)
<b>By Strength</b>				
Directorate Staff	58	58	2 074	35.8
Professional and Technical Staff	1 946	1 944	73 303	37.7
General and Site Staff	6 849	6 715	178 434	26.1
<b>By Gender</b>				
Male	5 582	5 630	165 511	29.7
Female	3 271	3 087	88 299	27.0
<b>Training Regarding Human Rights</b>				
Training on policies and procedures concerning aspects of human rights	8 853	325	1 004	0.1

### Retention After Parental Leave

Number of employees completed parental leaves during 2013/14	147
Number of employees leaving the service after parental leave ended	4
Number of employees returning to work after parental leave	143

### Injury

Number of staff injury cases <sup>[2]</sup>	31
Staff sick leave granted for staff injury cases <sup>[3]</sup>	1 923 days

[2] 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.

[3] The number includes sick leave days granted in 2013/14 but enjoyed in 2014/15 (up to 30.9.2014).

In 2013/14, we recruited 520 new staff, both to civil service posts and on a contract basis and converted 77 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 abide by requirements stipulated in the Basic Law for our staff appointment. With reference 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.

Our staff's remuneration follows either the civil service pay scales or contract pay band depending on the terms of employment and job grades. The remuneration will be adjusted annually according to the respective annual pay adjustment exercises and staff performance. We have adopted a stringent 3-tier performance appraisal system to ensure a fair and comprehensive review on staff's performance. In general, civil servants may have one increment annually in their respective rank scales and the contract staff may also be received a one-off merit payment annually based on their 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

We require high standards of staff integrity and conduct in planning and managing the territory-wide public housing programme. We adhere to the Government and departmental guidelines, including those provided by Civil Service Bureau and our departmental staff circulars, which lay down the internal guidelines and requirements for the declaration of private investments, avoidance of conflict of interest, and acceptance of advantages and benefits.

We also abide by internal circulars to deal with attempted bribe, allegations of corruption and Independent Commission Against Corruption's referrals. To ensure staff integrity and enhance 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 2013/14, over 1 417 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

We respect the rights of our staff. 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, ethnic group, age and disabilities. We comply with all the employment related legislation and child labour and forced labour are prohibited from our operations.

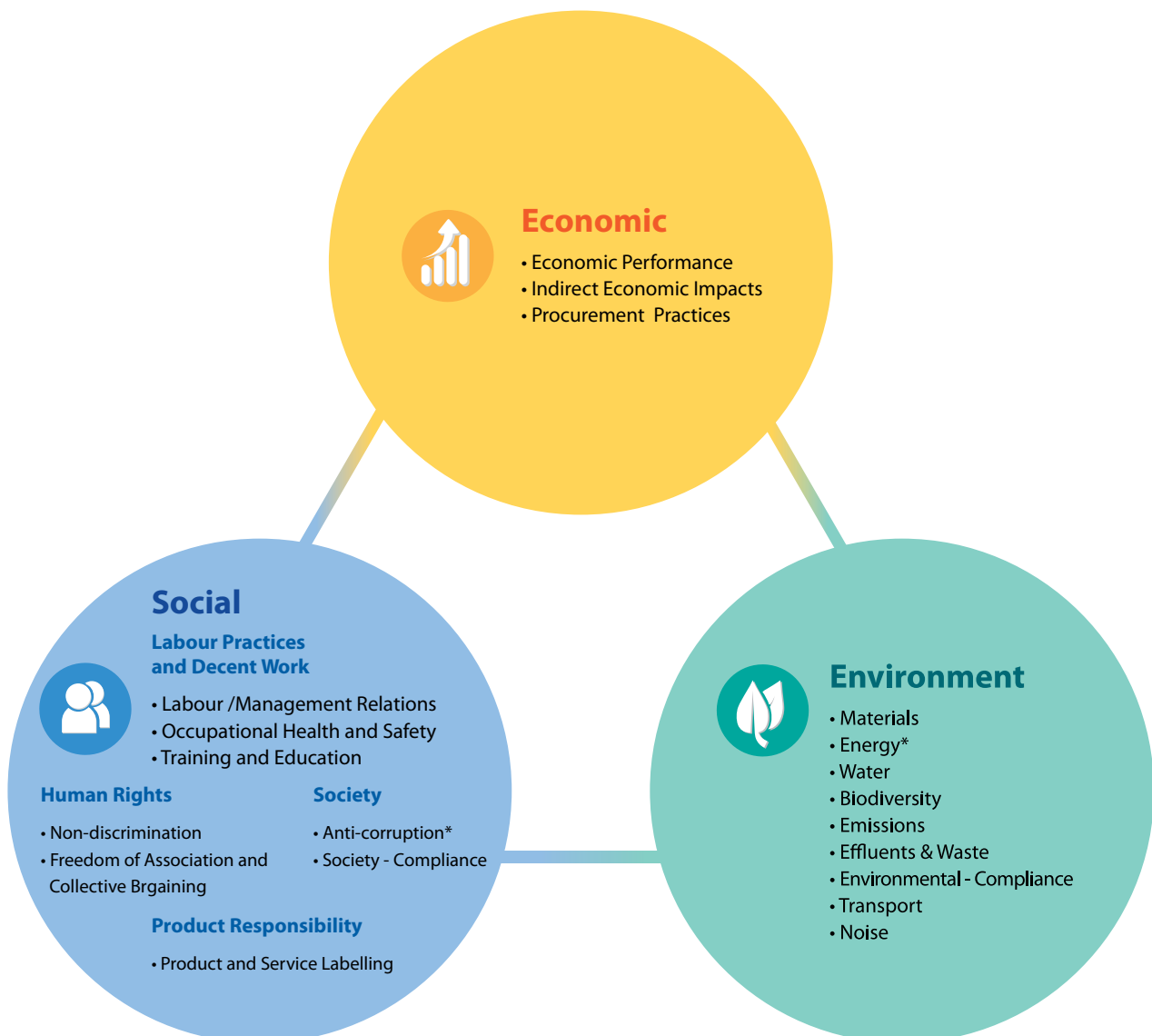
We maintain close relationship and open communication between the management and staff members to foster a dynamic and committed workforce. Our staff members have the freedom to join staff associations and working groups. In 2013/14, there were a total of 33 staff associations or working groups and 5 Departmental Consultative Committees in the HD. Apart from 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.

## Material Aspects

Our activities which mainly involve building construction, estate management and maintenance will have 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, eliminate, minimise, manage and control potential risks arising from our daily operations proactively. Our senior management has frequently reviewed public and stakeholders’ concerns through internal management meetings and customer satisfaction surveys to address the ever-changing housing needs.

Based on our daily operation, we have identified a list of relevant stakeholders who may be interested in our sustainability performance. During the year, we have engaged our key stakeholder groups including staff, PRH tenants, contractors and green groups through surveys and interviews to collect their views and feedbacks on our sustainability initiatives and performance. In the light of engagement results, we have identified a list of material aspects and their respective boundaries to be covered in this report. List of our material aspects and the reporting boundaries are shown below:

### List of our Material Aspects and the Reporting Boundaries



Note: \*The performance of HA's contractors in the material aspects "Anti-corruption" and "Energy" is to be covered in this report.



## Governance Structure and Management

### Our Governance Structure

Apart from the Chairman and Vice-chairman, the HA has two official members and 25 non-official members. Appointments are made by the Chief Executive. All non-official members are appointed on an individual basis. 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



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



The HD acts as the HA's executive arm to assist in the implementation of public 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 HD Environmental Sub-committee – assists the HDEHSC in overseeing the progress and performance of environmental initiatives and action plans in the Department.
- The HD Occupational Safety and Health Sub-committee – assists the HDEHSC in overseeing the occupational safety and health of the employees at their workplace.
- The HD Site Safety Sub-committee – assists the HDEHSC in overseeing site safety management measures for works contracts.

## Our Management Approaches

Taking care of a wide range of public housing programme, our management has established and endorsed policies in specific areas to govern our operations and define framework for continuous improvement. Providing 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.

To lay down the foundation of our green procurement requirements, 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.

Our supply chain mainly consists of construction contractors as well as estate management companies and associated service providers. Most of them are located in Hong Kong. As part of the supply chain management, we work and communicate closely with our contractors and material suppliers to ensure that they fully understand our sustainability requirements. We review and assess their performance and compliance status regularly through 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 provide 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 existing green practices and continually improve environmental performance, individual divisions/ units have pursued ISO 14001 Environmental Management System (EMS) certification. The DCD obtained ISO 14001 certification in June 2009, while the Estate Management Division (EMD) has achieved the ISO 14001 EMS certification for maintenance and property management for all existing estates in May 2011 and July 2013 respectively. The Corporate Services Division has started to implement the EMS in the provision of property management functions in the HA Headquarters since 1 April 2013 and achieved certification in December 2013. The Independent Checking Unit also achieved ISO 14001 certification in May 2014. With the EMS in place, individual divisions and units 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 by benchmarking with ISO 26000 Guidance of Social Responsibility. 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 obtained the ISO 50001 EnMS certification in June 2013. With the successful experiences gained at Kwai Shing West Estate, we have committed to extend the certification to cover all existing PRH domestic blocks by April 2015 in two phases.

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

### DCD Energy Policy

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.

### EMD Energy Policy

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