

TARGETS AND OUTLOOK



We endeavour to meet our quantitative flat production targets and to enhance the sustainability of local public housing. By setting challenging yet realistic annual targets on environmental, social and economic aspects, we strive to improve and gauge our sustainability performance and direct it towards sustainability excellence. In 2018/19, we have set 68 targets which are detailed below.

Environmental Awareness and Participation Targets

Review and monitor environmental awareness in public rental housing (PRH) by liaising with green groups and Statistics Section to conduct surveys of PRH residents.

Monitor environmental awareness of Hong Kong Housing Authority (HA) staff and enhance general awareness by reviewing and implementing training and publicity strategies.

Collaborate with green groups to conduct environmental awareness programmes in PRH.

Enhance the environmental performance of contractors on site.

Promote PRH tenants' awareness and participation related to waste separation at source, waste reduction and green management initiatives through various publicity channels such as Estate Management Advisory Committees (EMAC) newsletters and activities, broadcasting of Announcement of Public Interest, rolling text in Housing Channel and other joint activities with green groups.

Enhance staff environmental awareness and knowledge by organising seminars related to Waste Management Plan, legislation updates and general seminars on environmental issues and campaigns to promote environmental protection.

Promote environmental message to HA staff by displaying environmental issues at HA Headquarters (HAHQs) Green Corner.

Enhance community awareness of environmental protection by organising programmes to promote environmental protection messages.

Energy Efficiency Targets

Reduce the electricity consumption of building services installations in communal areas of new domestic blocks.

Explore and study the application of more energy efficient equipment, mass application of LED bulkhead lightings at the communal areas of all newly designed domestic blocks. Implement the environmental lighting controls using motion-sensors and push buttons at the communal areas of domestic blocks and implement gearless lift and regenerative power for lift with a capacity of 8kW or above in all new projects under design.

Conduct Carbon Audit in the 14 PRH blocks representing the majority of PRH block types for monitoring and benchmarking purpose, and to investigate measures for energy reduction when the building carbon emission is found exceeding the baseline figure.

Reduce energy consumption for HA office premises by performing various energy saving initiatives.

Adopt green design for building services equipment by installing solar-powered lights in each new estate for educational purpose, conducting carbon emission estimation for projects with domestic blocks and energy estimation of domestic blocks for projects at detailed design stage.

Greening and Landscaping Targets

Provide green treatment to newly formed slopes such as hydroseeding, planting or other appropriate green treatments to soil or rock slopes.

Add new vegetation and promote greening in new housing estates to meet the minimum target of one tree per 15 public housing flats. Conduct annual tree surveys to ensure all new housing estates meet the target. Achieve an overall target of 30% green coverage, and at least 20% as a minimum for public housing developments at planning design and implementation stage.

Promote local residents and community participation in early plant raising for new housing estates.

Promote community involvement in greening of the new PRH estates by introducing communal planting areas/community farms in master landscape layout plan at design stage and encourage PRH residents to participate in gardening and planting works within their own estates for recreation and education purposes.

Re-landscape and upgrade the existing landscape facilities in the selected PRH estates by planting more trees and flowers through Landscape Improvement Programme.

Promote community participation and increase tenants' awareness in greening of PRH estates, in collaboration with the Estate Management Advisory Committees, through organising greening activities in the estates, such as tree planting days.

Improve the slope appearance in existing PRH estates by providing green treatment to hard surfaced slopes and improving the existing vegetated slopes. Also, chunam surfaces will be improved through hydroseeding, stone pitching and toe planters.

Promote staff involvement in greening activities by arranging staff/tenants to participate in Tree-planting Day.

Hazardous Materials Management Targets

Abate the existing asbestos containing materials in HA construction sites by implementing proper asbestos removal works in demolition.

Implement asbestos abatement programme in PRH estates by promulgating and enhancing publicity of locations and proper handling of Asbestos Containing Materials (ACM), enhancing regular monitoring system on ACM, formulating the asbestos abatement programme, arranging regular training seminars and briefings and reminding project team to take proper mitigation measures.

Control hazardous materials to minimise harm to environment by collecting all disposed mercury-containing lamps in HAHQ for special waste treatment.

Waste Management and 4Rs¹ Targets

All softwood and at least 50% of timber used for all types of timber doors in the new public housing developments shall be from sustainable sources in compliance with BEAM Plus (New Building) requirement.

Use timber from sustainable sources for temporary works during construction.

Enhance the use of "green" materials and components.

Promote recovery of domestic waste for paper by arranging publicity activities in PRH estates.

Promote recovery of domestic waste for aluminium cans by arranging publicity activities in PRH estates.

Promote recovery of domestic waste for plastic bottles by arranging publicity activities in PRH estates.

Promote recovery of glass bottles for recycling by arranging joint publicity activities with green groups in PRH estates.

Promote recovery of rechargeable batteries by arranging publicity activities in PRH estates.

Promote recovery of domestic waste for used clothes by allowing charity organisations to collect used clothing and to promote used clothes recovery in PRH estates.

Reduce domestic waste by promoting waste reduction through various publicity campaigns such as EMAC newsletters and activities, and other joint activities with green groups.

Promote waste separation at source and green management initiatives by implementing Source Separation of Domestic Waste Programme in all estates, and setting up collection point in the PRH estates for collecting domestic recyclable from tenants with incentives such as cash or household sundries for exchange.

Use environment-friendly paper for printing of all publicity materials.

Reduce A3 and A4 paper consumption in all HA offices by performing various initiatives to reduce paper consumption.

Collect waste paper in all HA offices by performing various initiatives to encourage paper recycling.

Note:

¹ 4Rs include Reduce, Reuse, Recycle and Replace.

Water Conservation Targets

Reduce flushing water consumption by using 6-litre single or dual flush water-closet suites.

Reduce irrigation water consumption by providing Zero Irrigation Systems (ZIS) or other types of root-zone irrigation systems in new building projects.

Reduce water consumption at the HAHQs by recording and monitoring water consumption.

Social Targets

Continue the implementation of the Marking Schemes for Estate Management Enforcement in all PRH estates and non-domestic premises to enhance the living and business environment.

Conduct various initiatives for the HA staff, for example, activities organised by the HA Staff Club.

Maintain active communications with staff and obtain feedback to enhance operational effectiveness.

Continue to actively work with relevant stakeholders to promote better understanding of the HA's policies and initiatives through different publicity channels.

Safety Targets

Continue to closely monitor the contractors' performance through mechanisms such as the Performance Assessment Scoring System (PASS), Building Services PASS, Piling PASS, Demolition PASS, Maintenance Assessment Scoring System (MASS), Lift MASS, Housing Authority Safety Auditing System (HASAS), HASAS (Maintenance & Improvement), Surprise Safety Inspection Programme and Housing Authority Lift and Escalator Nominated Sub-contracts Safety Auditing System, surprise safety inspections for building maintenance works, surprise checks of lift works contractors for lift term maintenance and lift modernisation works.

Continue to tighten monitoring of contractors with high accident rates through occupational injury alerts and warning systems.

Continue to tighten control measures for high-risk operations on site.

Continue to hold regular seminars and forums on best safety practices with the participation of contractors and project teams.

Continue to partner with industry stakeholders in territory-wide safety campaigns and publicity.

Continue to provide safety training for our works staff, e.g. Refresher Site Safety PASSPORT Web Course for works staff and Occupational Safety & Health Courseware for maintenance works and estate management staff through e-Learning Portal.

Continue to enhance personal protective equipment for contractors' site personnel and our works staff.

Continue to develop mobile applications to streamline management of safety, quality and productivity on site.

Continue to issue best practice alerts to contractors, service providers and frontline staff.

Safety Targets (Cont'd)

Continue to implement measures to enhance road and roadside work safety for cleaning and security service providers.

Continue to improve safety of office operations with potential health and safety risks.

Continue to study the specification enhancement for provision of sunshade of gondola.

Continue to explore enhancements in contract provisions for safety innovation/measures. e.g., Virtual Reality technique for safety training, BIM for logistic planning and safety training, RFID for alert and warning system, RFID for access control to works area and plant, and checking plant certificate and workers' data, remote control of concrete skip.

Continue to review the Integrated Pay for Safety, Environment and Hygiene Scheme to include lunchtime safety talk, full payment only for safety critical pass item attaining a minimum score of 80 marks, setting aside a payment for release at the contract completion to encourage timely reporting of accident / incident, submission of drawing and specification for safety innovative measures as pre-requisite requirement for Pay for Safety, and setting a threshold of scores of all the six environmental performance indicators to achieve for release of payment.

Explore enhancements in contract requirements by including good safety measures such as electrical wheelbarrow, double lock ground release shackle for safe lifting of H piles, cordless power handheld tools and wearing proper gloves by workers, incorporating safety climate index survey and work safe behaviour, specifying duration for maintenance and checking of tower crane, separate power supply for tower crane operation, installing CCTV in control cabin of tower crane, arranging work roster for tower crane operator, implementing mentor and mentee scheme for training tower crane operators, requiring accreditation of safety supervisor under the Hong Kong Safety and Health Accreditation Scheme, and including relevant clause of Reference Materials on Site Welfare, Health and Safety Measures published by Construction Industry Council.

Continue to develop standardised oral commands with Occupational Safety & Health Council for the pointing-and-calling practice used by contractors in high risk activities.

Adopt universal design for all ages and abilities in modular flats, communal facilities and integrated community play areas, and implement barrier-free access to public housing block entrances, strategic estate facilities and transportation nodes to enhance safety, accessibility and spatial equity in the community.

Produce a short video for sharing HA practice of site safety and health with industry.

Update EMD Site Safety Handbook.

Economic Performance Targets

Implement the rent adjustment mechanism.

Continue to minimise the vacancy of the PRH estates.

Conduct tenancy control and education campaigns with an aim to reduce abuse of housing resources.

Continue to review older estates and enhance their preventive maintenance and restoration.

DATA SUMMARY



Environmental Performance

Energy Consumption

Energy Consumed	
Energy Consumption in Existing Housing Estates (Gigajoule)	
Electricity consumption in public areas of estates	1,584,863
Average electricity consumption in public areas of estates (kWh/flat/month)	50.9
Energy Consumption in HA Office Premises (Gigajoule)	
Electricity consumption in office premises	122,962
Energy Consumption by Construction Contractors (Gigajoule)	
Diesel consumption for construction activities	563,939
Diesel consumption for transportation of construction waste	69,663
Electricity consumption for construction activities	67,624
Gasoline consumption for contract cars	11,384

Greenhouse Gas (GHG) Emissions¹

	2012/13	2013/14	2014/15	2015/16	2016/17
GHG Emission Intensity in Existing Housing Domestic Blocks (tonnes CO₂e/m²)					
Average of domestic block types	0.030	0.030	0.028	0.026	0.025
GHG Emission Intensity in HA Office Premises (tonnes CO₂e/m²)					
Block 3 of HAHQ	0.110	0.126	0.120	0.117	0.123
Lok Fu Customer Service Centre	0.161	0.162	0.157	0.150	0.144

Note:

¹ Greenhouse gas emissions figures are disclosed based on finalised carbon audit reports. Latest available reports cover period from 1 April 2016 to 31 March 2017.

Materials Consumption

Materials Consumed	
Materials Consumption in New Works Projects	
Use of Ground Granular Blast Furnace Slag (GGBS) (tonnes)	6,000
Materials Consumption in HA Office Premises	
Paper consumption in office premises (reams)	134,331

Water Management

	Water Consumed	Water Recycled
Water Consumption in New Works Projects (cubic metres)		
New works projects	2,044,648	334,877
Water Consumption in Existing Housing Estates (cubic metres)		
Public areas of estates	3,242,083	-
Water Consumption in HA Office Premises (cubic metres)		
HAHQ	11,042	-

Waste Management

	Handling Method		
	Recycled	Public fill	Landfill
Amount Handled in New Works Projects (tonnes)			
Hazardous waste	55	-	2,628
Non-hazardous waste	187,989	1,399,923	322,184
Amount Handled in Existing Housing Estates (tonnes)			
Non-hazardous waste			
Paper	29,204	-	-
Plastic bottles	2,042	-	-
Aluminium cans	1,541	-	-
Used clothes	892	-	-
Amount Handled in HAHQ (tonnes)			
Hazardous waste			
Toner cartridges	9	-	-
Fluorescent lamps and tubes	5	-	-
Non-hazardous waste			
General waste	-	-	145
Paper	192	-	-

Social Performance

Total Workforce (as at 31 March 2018)

Total Number of Staff		9,470
By Employment Type		
Civil servants		8,825
Contract staff		645
By Role		
Directorate staff		64
Professional staff		924
General staff		5,245
Site staff		1,909
Technical staff		1,328
By Employment Contract		
Full-time		9,470
Part-time		0
By Gender		
Male		5,900
Female		3,570
By Age		
Age 20 – 29		951
Age 30 – 39		2,235
Age 40 – 49		2,398
Age 50 – 59		3,666
Age 60 or above		220

■ New Employee Hires and Employee Turnover

	Male	Female
New Employee Hires²		
Age 20 – 29	180	158
Age 30 – 39	147	85
Age 40 – 49	39	22
Age 50 – 59	6	10
Age 60 or above	5	0
Employee Turnover³		
Age 20 – 29	37	21
Age 30 – 39	38	24
Age 40 – 49	22	10
Age 50 – 59	63	53
Age 60 or above	234	74

Notes:

² The above figures involve staff (position as at 31 March 2018) with their first appointment date falling within the period from 1 April 2017 to 31 March 2018.

³ The figures include staff transferred out of the Department from 1 April 2017 to 31 March 2018.

■ Training Hours Breakdown

Total Training Courses (No.)	1,040
Total Training Days (Days)	36,668

	No. of staff	No. of staff attended training	Training hours received (hours)	Training hours per staff (hours)
By Strength				
Directorate staff	64	57	1,270	19.8
Professional and technical staff	2,252	2,247	77,603	34.5
General and site staff	7,154	6,560	177,801	24.9
By Gender				
Male	5,900	5,652	167,241	28.3
Female	3,570	3,211	89,433	25.1
Training Regarding Human Rights				
Training on policies and procedures concerning aspects of human rights	9,470	884	5,180	0.5

■ Occupational Health and Safety

Number of staff injury cases ⁴	30
Number of high-consequence work-related injuries ⁵	0
Number of fatalities	0
Staff sick leave granted for injury (days) ⁶	915

■ Contractors' Accident Rate

2017	HA New Works	HA Maintenance Works
Accident rate (per 1,000 workers)	6.9	4.2
Number of accidents	93	13
Number of fatalities	2	0

Notes:

⁴ Staff injury cases is defined as reported cases of occupational injuries, under the Employee's Compensation Ordinance, resulting in death or incapacity for work over 3 days.

⁵ High-consequence work-related injuries is defined as cases from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months.

⁶ The number includes injury-on-duty sick leave days granted to staff in 2017/18 only. Their sick leave extended to 2018/19 was excluded.