



ABOUT THE HONG KONG HOUSING AUTHORITY

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



Our Vision, Mission and Core Values

Our Vision

- To provide affordable rental housing to low-income families with housing needs, and to help low to middle-income families gain access to subsidised home ownership.

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 provide an age-friendly and barrier-free estate environment to address the needs of residents of different ages and physical ability;
- 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

We incorporate sustainability into planning, implementation of housing development and maintenance programmes to provide quality, safe, affordable, people-oriented and eco-friendly public housing. Our sustainability strategies, priorities and programmes are clearly defined in terms of environmental, social and economic sustainability. We strive to balance the needs from these three aspects to attain the goals of healthy living, sustainable construction and urban environment enhancement.

- For environmental sustainability, we prioritise resources consumption enhancement and minimisation of environmental footprint.
- For social sustainability, we prioritise provision of public housing to those in need, and creation of a comfortable and safe living environment that promotes social cohesion.
- For economic sustainability, we prioritise maintenance of cost effectiveness and economic viability in our operations.



Our Roles and Services

Provision of Public Rental Housing and Subsidised Sale Flats

The HA is responsible for planning, designing, managing and maintaining public housing for low to middle-income families in Hong Kong. In line with our mission to provide affordable rental housing to low-income families with housing needs, we strive to offer public rental housing (PRH) at affordable rents. We also strive to provide subsidised sale flats (SSFs) to low to middle-income families via various subsidised home ownership schemes, such as the Home Ownership Scheme (HOS), and Green Form Subsidised Home Ownership Scheme (GSH), etc.

The HA closely monitors the public housing production progress against our five-year Public Housing Construction Programme, as well as the Government's rolling 10-year public housing supply target under the Long Term Housing Strategy. As of the end of March 2019, about two million people are living in around 799,000 PRH and interim housing units of the HA across Hong Kong.

Public Housing Production in 2018/19

In 2018/19, the HA completed construction of around 26,800 new flats, including around 20,200 PRH/GSH flats in 11 projects and around 6,600 other SSFs in seven projects. We also completed construction of around 26,500 square metres of gross floor area for retail facilities, and around 990 private car and lorry parking spaces.

Provision of Infrastructure and Commercial Properties

The HA also incorporates infrastructure facilities, including footbridges, landscape areas, car parks, public transport interchanges, community facilities, social welfare facilities, educational facilities and commercial facilities, to cater for demands from residents. These facilities are considered in planning, designing and developing public housing to create a connected and sustainable living environment for residents and the community.



Domain

Further to public housing, the HA also provides and manages some commercial properties, such as flatted factories and ancillary commercial and other non-domestic facilities.

Collaboration with Government Departments and Professional Organisations

In practice, the HA formulates public housing policy for the Government while the HD, as an executive arm, delivers our public housing programme. The HA is also an institutional member of the Hong Kong Green Building Council and we participate in their committees and various functions to promote green building.

We actively engage and collaborate with other government departments, local communities, green organisations and professional organisations to realise our commitment on sustainable development. Over the years, we also participated in activities including the Hong Kong Tree Planting Day and Hong Kong Flower Show.



The HD's My Dream Home garden at Hong Kong Flower Show 2019



The illuminated HA logo adorned with a sea of dazzling flowers at night

For more details of the HA's business review, please refer to page 17 to 21 of the HA's [Annual Report 2018/19](#).



Governance Structure and Management

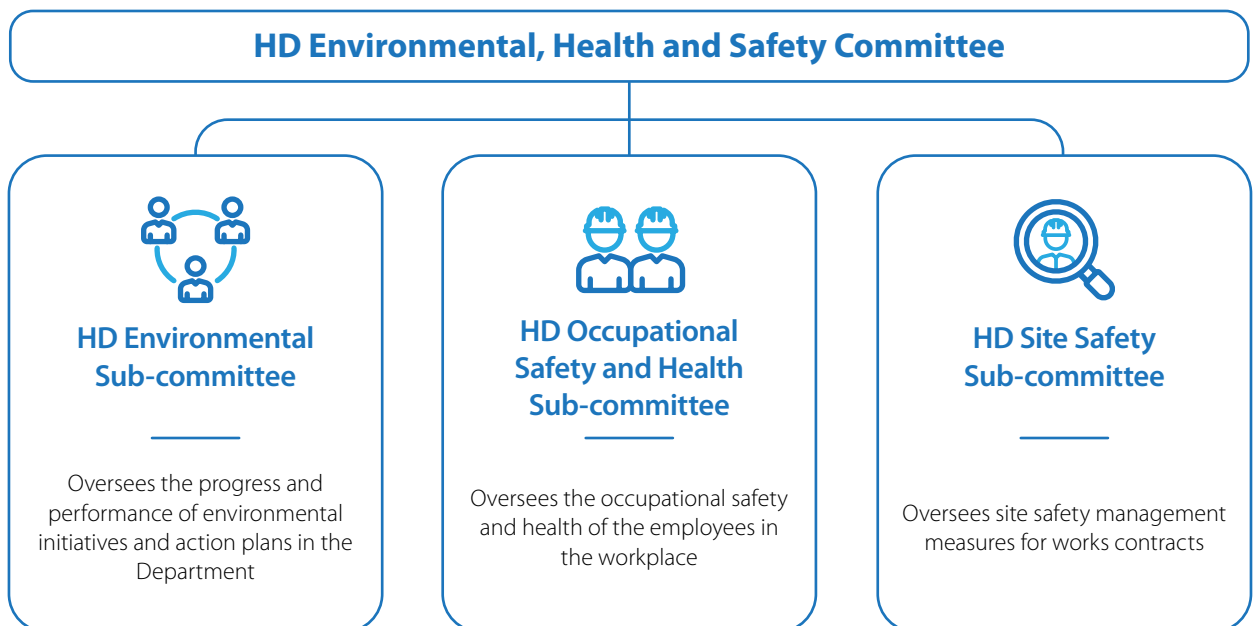
Our Governance Structure and Management

The Secretary for Transport and Housing assumes the office of Chairman of the HA, while the Director of Housing assumes that of Vice-chairman. Apart from the Chairman and Vice-chairman, the HA has two official members and 24 non-official members, which are appointed by the Chief Executive. All non-official members are appointed on an individual basis.

There are six standing committees designated for formulating, administering and overseeing policies in specified areas, covering building, commercial properties, finance, strategic planning, subsidised housing and tenders, in the HA. Whenever necessary, sub-committee and ad-hoc committee can be established under these six committees. For more information on our governance structure and the terms of reference of the standing committees, please refer to the [HA/HD website](#).

As the executive arm of the HA, the HD supports the implementation of housing-related policies. The HD is headed by the Permanent Secretary for Transport and Housing (Housing), who is concurrent with the Director of Housing. The HD has four operating divisions, namely Strategy, Development and Construction, Estate Management and Corporate Services, all of which support the implementation of HA's policies in housing strategy, overall housing development, construction and estate management. The HD's organisation can be found on the [HA/HD website](#).

The Housing Department Environmental, Health and Safety Committee (HDEHSC) is tasked with the development and formulation of policy direction on environmental, health, safety and sustainability aspects within the HD. Three sub-committees under the HDEHSC further support on different sustainability issues.



Our Management Approaches

To govern our operations and provide a clear direction on our sustainability commitment and approaches, our management has established and endorsed policies and frameworks in specific work areas. These policies and frameworks are communicated and supported by our stakeholders, including our staff, service providers, material suppliers and contractors.

Policies at the Departmental Level

Environmental Policy

The HA is committed to continuously improving environmental standards in the provision of public housing and related services. To achieve this objective, we have 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 into planning and design, construction and demolition, marketing and estate management activities;
- To minimise environmental impacts (air, dust, noise, waste and water) to residents and the public from the HA'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 HA fully recognises safety and health at work as an integral part of our activities. We provide and maintain a safe and healthy working environment for all of our staff.

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

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

- To provide and maintain working conditions, equipment and work systems for our staff, being 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 healthy working environment; and
- To pursue continual improvement in occupational safety and health by regularly reviewing our performance.

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

The HA also extends our sustainability effort to our supply chain. Our supply chain mainly includes locally based construction contractors, estate management companies, and associated service providers. As part of supply chain management, we maintain regular communications with our contractors and material suppliers to align their understanding of our sustainability requirements. We continue to maintain our robust and effective monitoring system to constantly review and assess suppliers' performance and compliance status.

The Environmentally Responsible Procurement Policy is developed to guide and encourage all staff members to follow and use green products and services where practicable and economically viable. In the procurement process, we strictly follow the Government Procurement Agreement of the World Trade Organisation and the HA's procurement policies and instructions. 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 the HA's Environmental Policy, the HA is committed to minimising the use of resources and achieving cost effectiveness in its operations. This policy is developed to fulfil 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 EMP as part of our ongoing supervision of works;
- Providing feedback, advice and facilitating training of 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, the HA environmental procurement policy and contribute to the HA's environmental objectives; and
- Establishing systems, targets and action plans for effective environmental procurement and regular reports on performance.

Policies at the Divisional Level

In addition to formulating and implementing the policies at the departmental level, individual divisions and units have obtained various certifications on management systems to align with international practices.

Certified Standard	Certified since
Corporate Services Division (CSD)	
Capability Maturity Model Integration (CMMI) for Development and Maturity Level 3 (CMMI-DEV ML3)	2008
ISO/IEC 20000-1:2011 Information Technology Service Management System	2012
ISO 14001 Environmental Management System	2013
ISO/IEC 27001:2013 Information Security Management System	2014
Development & Construction Division (DCD)	
ISO 9001 Quality Management System	1993
ISO 14001 Environmental Management System	2009
ISO 50001 Energy Management System	2012
OHSAS 18001 Occupational Health and Safety Management System	2013
Estate Management Division (EMD)	
ISO 9001 Quality Management System	1993
ISO 14001 Environmental Management System	2011
ISO 50001 Energy Management System	2013
OHSAS 18001 Occupational Health and Safety Management System	2014
Independent Checking Unit (ICU)	
ISO 9001 Quality Management System	2014
ISO 14001 Environmental Management System	2014

The HA also refers to some other international standards and integrates them into our management systems. Most of these standards are not certifiable but measured or verified with other means such as the HKQAA CSR Advocate Index.

Other Quality Schemes/ Standards	Adopted since
Development & Construction Division (DCD)	
ISO 26000 Social Responsibility	2010
ISO 31000 Risk Management	2010
European Foundation for Quality Management (EFQM) Excellence Model	2010
Estate Management Division (EMD)	
ISO 19011 Auditing Management System	2012
ISO 26000 Social Responsibility	2012
ISO 31000 Risk Management	2012
HKQAA Sustainable Building Index (SBI) Scheme	2012

Apart from aligning our practice with international standards, individual divisions and units formulate policies that show their commitment to sustainability in their daily operation.

Energy Policy of DCD

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

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

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

Energy Policy of EMD

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

- To regularly review and seek 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 a 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.

Social Responsibility Policy of DCD and EMD

We recognise social responsibility as an integral part of our long-established caring values. Social responsibility is the way we have 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 of the rule of law and international norms of behaviour for environmental or social safeguards; and
- Be respectful and supportive of human rights with particular regard to discrimination, grievance resolution and rights at work.



Stakeholder Engagement and Significant Material Aspects

Stakeholder Engagement

The HA values comments and feedbacks from stakeholders. We have identified a list of key stakeholders according to their relationship with and dependence on our operations, and have engaged them via different channels.

Stakeholder Group	Engagement Channels and Initiatives
Staff members	<ul style="list-style-type: none"> • Departmental Consultative Committees • Development and Construction Division (DCD) Academy • Staff development training • Annual performance appraisals • “Housing Dimensions” publications • DCD Newsletter • Departmental Staff Suggestion Scheme • Environmental awareness programmes • Staff associations • Intranet • Sustainability Report
Tenants	<ul style="list-style-type: none"> • Estate Management Advisory Committees • Estate Newsletter • Residents surveys & post-completion reviews • Customer satisfaction surveys • Briefing sessions & meetings • “Green Living” Mini-website • “iHousing” mobile application • Environmental and community relations programmes • Sustainability Report
Suppliers / Contractors	<ul style="list-style-type: none"> • Regular meetings / briefings • Site-visits • Mobile applications • Contractor performance appraisals • Contractor Award Schemes
Government departments or agencies	<ul style="list-style-type: none"> • Cross-departmental meetings • Charters and schemes



Stakeholder Group	Engagement Channels and Initiatives
Legislators and local district councillors	<ul style="list-style-type: none">• Consultation meetings• Legislative Council meetings• District Council meetings
Non-governmental organisations	<ul style="list-style-type: none">• Community environmental programmes• Sustainability Report
Media	<ul style="list-style-type: none">• “Housing Dimensions” publications• Press releases• Social media• Enquiries• Local and international events and conferences
General public	<ul style="list-style-type: none">• “Housing Dimensions” publications• Press releases• Social media• “Green Living” Mini-website• Sustainability Report• Public events and activities

Materiality Assessment

Regular stakeholder engagement exercises enable the HA to understand holistically on the concerns of our people, partners, regulators, and the community. Our senior management frequently reviews and responds to the comments and feedback from our stakeholders through internal management meetings.

Also, comments from our stakeholders assisted us in formulating the list of material aspects and the reporting boundaries for this Report.



Note:

* The performance of HA's contractors in the areas of "Energy", "Effluents & Waste" and "Occupational Health and Safety" have also been covered in this Report.