



SOCIAL PERFORMANCE

- ◆ Initiatives in Planning and Construction of New Housing Estates
- ◆ Initiatives in Existing Housing Estates
- ◆ Initiatives in Office at Work
- ◆ Case Study – Healthy Ageing Programme

The Hong Kong Housing Authority (HA) actively creates a pleasant and sustainable living environment along with inclusiveness, living quality, community engagement and public spaces for social interaction and leisure. We are also committed to creating a positive workplace culture that can in turn enhance staff productivity and morale.



Initiatives in Planning and Construction of New Housing Estates

Building for the Community

The HA develops new estates with their own identities through planning and designing to promote social cohesion. Common areas and ancillary facilities of the new estates are planned and designed according to site characteristics and community needs. Apart from consulting District Councillors for all new developments, the HA engaged the community in the process of planning, design, construction and flat intake, including engagement workshops, forums and meetings, to collect their feedbacks.



**Customer
Satisfaction Index
91.9%**



**Average Customer
Complaints
Within 6 Months of Intake
0.94** per 1,000 PRH flats

The HA adopts universal design when developing new housing estates to meet the needs of different age groups. We continued to plan and design new housing developments for socio-spatial equity, including planning integrated community play areas for all ages and abilities and implementing barrier-free access to block entrances, strategic estate facilities and transportation nodes.



Integrated community play area

In-flat accessibility facilities such as wheelchair-accessible corridors, flat entrances, and kitchen and bathroom doorways, and the use of materials that are safer for and easier to use by elderly and disabled users, such as non-slip floor tiles and large-sized switches, are incorporated when designing new housing estates. The adoption of such features could enhance safety and accessibility in the living environment.



Multi-sensory map and tactile guide path system



Site Safety and Evaluation

To cater the needs of the community and neighbourhood, the HA works closely with contractors and service providers. Management systems and standards are designed to protect the occupational safety and health (OSH) of our staff members and contractors at the construction site.

The HA continued to implement the Safety Management System, and uphold workplace safety as defined in the Safety and Health Policy for effective OSH risk management. Our site operations abided by the Occupational Safety and Health Ordinance, Factories and Industrial Undertakings Ordinance and other applicable laws and regulations.

We issue alerts regularly to keep our staff informed about the best safety practices and the latest management approaches such as the updates on safety structure and committees, in-house safety rules, job hazard analysis, inspections, accident controls as well as the promotion of awareness programmes.

Also, we continue to keep track of the OSH performances for our staff members and work contracts to ensure its effectiveness on accident prevention. During the year, the accident rates at HA's new works and maintenance works sites were 7.4 and 5.7 per 1,000 workers respectively, which were both lower than that of the Hong Kong construction industry average. The performance statistics, number of construction employees, number of industrial fatality, number of accidents of HA works contracts and Hong Kong construction industry are shown at the HA's [Site Safety Website](#).

Meanwhile, it is regrettable that there were two industrial fatal accidents in new works contracts and two industrial fatal accidents in maintenance works contracts in 2018. Investigations were carried out to understand the causes. We will continue to monitor the effectiveness of our site safety measures to attain the goal of zero fatality.

Safety Training and Support

Various supports and services are provided to contractors to ensure their staff and workers are well-equipped with construction safety knowledge. During the year, we issued 56 safety and health alerts, and organised a Site Safety Forum, two site safety seminars and two brainstorming workshops on topical issues, articles are published to disseminate messages of safety events through Housing Dimensions to raise the safety awareness.

Training programmes are organised to heighten the site safety awareness and vigilance of our site staff when conducting safety inspections on construction sites. Site staff members are required to participate in the Site Safety PASSPORT Training Programme organised by Training and Development Centre of the Housing Department (HD). Online refresher course is also required for staff members who have completed the Programme every five years to update their safety knowledge. We also maintained site safety trainings for Construction Industry Safety Training Certificate (commonly known as "Green Card") and refresher courses for Green Card renewal to equip and maintain safety awareness of our staff members.

Putting Standards into Practice

The HA keeps connecting with stakeholders to promote the best safety practice. We continued to maintain the Site Safety website with the latest site safety information and multi-media materials shared by the Construction Industry Council (CIC), Occupational Safety and Health Council (OSHC) and the Labour Department. During the year, we have completed and uploaded a video to the Site Safety website to share our good practice in site safety and health with our staff, industry stakeholders and the public.



Latest site safety information and multi-media materials are uploaded to the HA's Site Safety website

Strengthening workers' alertness and accuracy in work is vital to avoid accidents caused by human error. We continued to work with OSHC to implement and promote standardised Pointing-and-Calling oral commands for our contractors in high-risk activities. The use of pointing and confirmed slogan can enhance the safety consciousness and reduce accidents arising from negligence or misunderstanding.

To enhance the safe and healthy image of the construction industry, the HA explored and implemented measures in new works construction contracts. We issued new specifications in the first quarter of 2019 which covers enhancement in equipment and installation, innovative safety measures, accreditation of safety supervisor and management tools including Safety Climate Index and work safe behaviour programme.

Performance Monitoring and Management

The HA developed the Performance Assessment Scoring System (PASS), Independent Safety Auditing System and Surprise Safety Inspection Programme (SSIP) to monitor the performance of the new building works and maintenance projects. We appointed OSHC as our consultant to provide advice on good practices, guidelines, specifications, standards and alerts to promote site safety under Independent Safety Auditing System and SSIP. Audit Reports are issued to contractor and project teams for immediate corrective actions to prevent recurrence of the hazards identified.



Surprise site visits conducted to ensure safety vigilance and management standard

The Housing Department Site Safety Sub-committee (HDSSSC) meets bi-annually with the Development Bureau, other government departments, OSHC, CIC and construction-related associations and unions to review, appraise and advise site safety management measures for both new work construction contracts and maintenance & improvement (M&I) works contracts of the HA. Representatives of Development and Construction Division (DCD) professional grade and site staff grade were also invited to comment on the measures during the year.

Incident Reporting and Investigation

The HA implemented the new Safety Alert Module developed under the Development and Construction Site Mobile System (DCSMS) Phase 2 for reporting incidents or injuries. This new Module replaced the Occupational Injury and Disease Surveillance System (OIDSS) for further enhancement on reporting and analysis efficiency starting from Q3 2018.

When an accident or incident occurred on site, a preliminary report would be submitted by the HA new works contractor to the HA site staff through the Safety Alert Module of the DCSMS. The report would be submitted to the HA new works senior management of the case after the preliminary report had been vetted by the site staff. The contractor would then submit the accident/incident report through the Safety Alert Module for vetting by the HA site staff and endorsement by the contract manager. The signed accident/incident reports with investigation report are then submitted for further monitoring.

Accident/incident report can be submitted through the Safety Alert Module of the DCSMS

Recognition of Our Contractors

Our contractors are encouraged to participate in safety campaigns and awards, which enable them to understand the latest industry trends and best practices and assist them to optimise the current OSH management approach.



The HA's contractors received a total of 15 awards in the 19th Construction Safety Forum and Award Presentation Ceremony

Knowledge Sharing

To provide housing services with premium quality and fulfil the public housing production demand, the DCD Academy was established in 2016 to nurture new talents for the industry. The DCD Academy is a knowledge-based community that provides timely, continuous and comprehensive training on construction operations for in-house staff and external participants engaged in public housing development and construction.



Initiatives in Existing Housing Estates

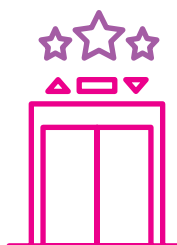
Facility Accessibility

The HA is committed to creating a living environment that is accessible for all people regardless of age, ability and physical condition. Whenever necessary, we conduct refurbishments works for aged housing estates to improve its quality, functionality and accessibility.

We continued to implement the Lift Addition Programme, where lifts are installed within Public Rental Housing (PRH) estates to access some platforms and footbridges that previously could only be accessed by stairs. The programme helps to improve the pedestrian access across different facilities in the PRH estates and provide a socially-inclusive community for the elderly and the disabled.

Facility Safety

Public safety is of crucial importance to the development of a sustainable and thriving community. The HA continued to conduct building and facility M&I works in all the existing PRH estates. Under the Safety Auditing System for M&I works, safety audits and surprise inspections are performed by



Lift Modernisation Programme

Completed modernisation of **56** lifts

accredited safety auditors, including building M&I works redecorations, lift addition, lift modernisation and lift maintenance. The audit can ensure our M&I works meet the updated OSH standards and meet the changes in modern technology and demand on services.

The HA particularly attaches importance to lift and escalator safety in the existing estates. The Lift Inspection Focus Team has continued to operate an audit inspection system for lifts and escalators managed by the HA. Via the Lift Modernisation Programme, all lifts aged over 25 years are assessed. Those identified as in need of modernisation are then prioritised for handling.

Community Engagement with Estates

The HA closely connects with tenants to address their priorities and concerns. We also collaborate with members in the community in building a better living environment.

Listening to Tenants' Concerns

The Estate Management Advisory Committee (EMAC) is an estate-based committee consisting of estate staff, elected District Councillors and tenants' representatives. It serves as a platform for the HA to contact with tenants and strengthen tenants' sense of belonging and collective responsibility for the well-being of the community through participation in estate management matters.





Estate Management Advisory Committees

- Partnered with NGOs to organise about **450** community building functions to promote neighbourliness
- Held over **900** bi-monthly EMAC meetings



EMAC meetings

To ensure the HA's commercial properties near the HA's estates could meet the community's needs, we have closely monitored local demand and market trends, and adjusted the leasing and trade mix of retail facilities. These includes diversifying trade and tenants mix, providing mobile facilities, arranging trade fairs, and converting less popular retail facilities into other beneficial uses.

Promoting Fire Safety

Fire is one of the most significant risks that poses threats to lives and property in PRH. For the sake of keeping tenants alert to various fire risks, we run a year-round fire safety campaign, conduct regular fire drills, and disseminate fire safety-related promotional materials to tenants.

During the year, a series of "Estate Fire Safety Fun Fairs" was taken place in 35 PRH estates to educate tenants on fire prevention through interesting activities and games. We also continued to work with the Fire Services Department and send the Mobile Publicity Unit and Fire Safety Education Bus to PRH estates to get the message across.



Estate Fire Safety Fun Fairs held in PRH estates to promote fire safety

Supporting Healthy Ageing and Lifestyle

The HA actively promotes healthy ageing in the community. In collaboration with the Department of Health, some EMACs partnered with NGOs in launching thematic community health programmes to provide regular physical activities and healthy eating advice for tenants. During the year, 17 PRH estates participated in this programme.

EMACs also continued to collaborate with NGOs to organise “Caring for the Elderly” programme to show its care to elderly tenants. All EMACs organise at least one NGO-partnering function each year focused on delivering outreach services for the elderly tenants of the estates concerned. Meanwhile, youth from estates or estate schools are encouraged to participate in the visits to elderly tenants. During the year, about 200 special partnering events on caring for the elderly were held. Apart from outreach services, activities such as carnivals, health promotion workshops, exhibitions and talks, and basic health assessment tests are also delivered.



Physical exercise class for elderly tenants under the “Caring for the Elderly” programme

Support to Families

The HA introduced schemes to foster the healthy development of family and establish strong family-based support networks in support of extended family living arrangements and “ageing in place”. These include the Harmonious Families (HF) Priority Scheme, HF Transfer Scheme, HF Addition Scheme and HF Amalgamation Scheme. During the year, there were 5,860 households benefitted from the HF Schemes.

Collaboration with Contractors

The HA partnered with our contractors to provide reliable and efficient estate management and maintenance services to the PRH estates. We closely liaise with our contractors to monitor the performance of their work on estate management and maintenance, and the working conditions of their workers.

Service Quality

The tendering system and performance assessment systems are implemented to control their service quality. We maintain Preferential Tendering Opportunities, Preferential Tender Award System and Maintenance Assessment Scoring System to uphold our commitment to service quality during procurement process.

The HA continued to assess and review the performance of cleansing and security services contractors via the Contractors Review Committee (Services) on a quarterly basis. Services contractors with “Adverse” reports on performance would be restricted from tendering for three-months or barred from at least one service tender.

Health, Safety and Labour Standards

Similar to new work contractors, the HA strives to ensure the health and safety of contractors' workers for M&I works. We continued to implement the Pay for Safety Scheme for M&I contracts, independent safety audits and the Surprise Safety Inspection System and promoted health and safety through various seminars with all stakeholders.



Site Safety Forum for Works Contracts and Property Services Contracts held in July 2018

The HA and OSHC collaborated to organise the Site Safety Forum for Works Contracts and Property Services Contracts 2018. The Forum attracted more than 600 participants, including works contractors, property management agents, cleansing and security service providers, as well as HA works and estate management staff. Site safety culture was promoted through presentations by industry representatives as well as Q&A sessions.

Close and proactive liaison with labour unions was maintained for early detection of employment-related irregularities. We conducted surprise checks on 27 service contracts to detect and prevent exploitation of non-skilled workers. We also hosted a seminar in November 2018 with the Labour Department and the Mandatory Provident Fund (MPF) Schemes Authority to raise non-skilled workers' awareness of the Employment Ordinance, the Employees' Compensation Ordinance, MPF Schemes, and other employment protection rights.

Recognition of Our Contractors

During the year, the HA organised the Estate Management Services Contractors Awards to commend service contractors and their front-line staff with outstanding performance and encourage them to continuously improve their services to public housing residents. The presentation ceremony of the 2018 Awards was held in March 2019, with a total of 41 awards presented to services contractors, estate managers and frontline staff.



Outstanding service contracts and front-line staff awarded at the Estate Management Services Contractors Awards

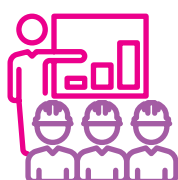


Initiatives in Office at Work

Staff Health and Safety

The HA places utmost importance on health and safety of our staff. Our Employee Wellness Programme supports staff by providing them with information on matters relating to physical, emotional, social and occupational health. The programme includes a regular seminar series on topics of interest to staff, including mental health, healthy brain exercise, heart care, office syndromes and life education.

The HA has continued to plough in resources to enhance staff's OSH awareness and knowledge. During the year, we offered staff with training courses such as first aid, construction site safety, confined space operation, general safety in handling asbestos, lift and escalator safety, etc. The OSH guidelines, health tips and publications issued by the OSHC and the Labour Department are continued to be uploaded onto the OSH Intranet to cultivate safety awareness and culture.



Health and Safety

- **7,800** staff members attended **190** seminars/courses
- **350** offices completed annual office safety inspection

To identify and remove potential hazards in the workplace, the Departmental Office Safety Inspection Exercise was taken place in HA offices annually with follow-up actions to enhance OSH practices in individual offices. Five training classes were also organised in March 2019 for Office Safety Inspection Assessors to equip them with the knowledge for conducting a new round of annual office safety inspection exercise commencing in April 2019.

Staff Appointment, Remuneration and Benefits

The HA strictly comply with the Basic Law to appoint our staff. According to Article 99 of the Basic Law, new recruits to the Civil Service on or after 1 July 1997 must be permanent local resident. In the HD, all senior staff at D2 rank and above are permanent Hong Kong residents. They are civil servants with appointments governed by the Civil Service Regulations and subject to the approval of the Public Service Commission. Meanwhile, the HA prohibits the use of child labour or forced labour in all operations and fully comply with all employment-related legislations.

Our staff remuneration depends on the terms of employment and job grades. Remunerations for our staff follow the civil service pay scales and related annual pay adjustments. The three-level staff appraisal system is adopted to assess individual performance. In general, civil servants may receive one increment annually in his respective rank scale, while contract staff may be granted a one-off performance-based merit payment annually.

In addition, staff of the HA are eligible for fringe benefits and wellbeing initiatives based on their rank and terms of employment, which includes medical and dental treatment, housing benefits, annual leaves, retirement benefits, passage and education allowances.

Equal Opportunities

The HA embraces an equal and inclusive workplace culture. We strive to develop a discrimination-free working environment by providing equal opportunities and fair treatment in remuneration, fringe benefits, promotion, compensation and working environment for all our staff, regardless of their gender, ethnic group, age or disability.

The HA has continued to participate in the “Talent-Wise Employment Charter and Inclusive Organisations Recognition Scheme” organised by Labour and Welfare Bureau, to promote employment opportunities of persons with disabilities. We also provided support for the Social Welfare Department’s Sunnyway Programme by offering job attachment opportunities for young persons aged between 15 and 29 with disabilities or early signs of mental illness.

Inclusive Organisation

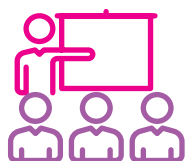


Awarded by Labour and Welfare Bureau

HA attained the “Inclusive Organisation” recognition

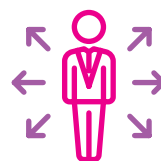
Training and Development

The HA supports staff to engage in professional advancement and personal growth. We offer our staff with a wide range of learning opportunities through the implementation of the HD Development Programme. Training were provided in diverse format, including classroom training, attachment programmes, mentoring programmes, site visits and study tours. The HA e-Learning Portal remained another valuable resource for staff self-learning with regular updates on the learning materials. Besides, we organised six Care@work workshops for middle and junior managers to train up their skills in leading, engaging and developing staff.



Training Hours

Average **27.3** hours
per staff



Management Development Programme

Attended by **247** staff at professional or equivalent level and above

The HA strives to enhance staff engagement and motivation by recognising their contributions. We continued to hold the Extra Mile Card Plan to appreciate staff for their exemplary performances. Success stories were published to motivate other colleagues.



Team building activity in Care@work workshop

Staff Integrity

With the vision of providing quality housing at public interest, the HA strictly complies with ethical operations and applicable legislation. Staff integrity and conduct are very important matters of our concern. Our staff is required to abide by certain guidelines issued by the department, Government and the Civil Service Bureau, as well as our departmental staff circulars. We have drawn up clear internal guidelines and requirements for the declaration of private investments, avoidance of conflict of interest, and acceptance of advantages and benefits to facilitate the enforcement.

The HA is fully committed to a corruption-free working environment in compliance with all anti-corruption legislation. Circulars with regards to procedures on dealing with attempted bribery, allegations of corruption and referrals to the Independent Commission Against Corruption (ICAC) are disseminated within internal operation. To underscore the importance of integrity at workplace, we continuously provide anti-corruption related training, including briefings for new hires and integrity reinforcement seminars for existing staff. During the year, one case of conviction in relation to corruption in the HD was recorded.

Staff Communication

The HA is committed to maintaining a cordial relationship with staff through effective communication. With an aim to achieve better understanding and cooperation between management and staff, five Departmental Consultative Committees (DCCs) are formed to provide formal and regular forums for staff consultation and discussion. During the year, the five DCCs have around 80 staff side members elected among staff or nominated by the respective staff associations to represent all civil servants and contract staff in the HD. We also maintain close dialogue with staff associations while staff are welcome to join staff associations.

We value ideas and suggestions that could benefit our operations and management. Thus, we have continued to implement the Departmental Staff Suggestion Scheme to appreciate the constructive suggestions raised by our staff on HA service improvements. During the year, four HA staff members were awarded under the Scheme.

To keep our staff informed and updated on the HA news, we maintained communication channels, including the Housing Dimensions and DCD Newsletter. Ad-hoc communication on departmental initiatives is also in place to encourage internal knowledge exchange.

Knowledge Exchange with External Parties

The HA proactively shares our work and experience in property management with external parties through various means, including the HA/HD website, the HA Exhibition Centre, tours and site visits. To enable further improvement of our work, we are also active in learning from foreign practices through familiarisation tours and international congresses. During the year, we have hosted The Conference of the Housing and Urban Public Corporations in Asia.

CASE STUDY

HEALTHY AGEING IN PUBLIC RENTAL HOUSING ESTATES PROGRAMME

For years, the HA has been running the Healthy Ageing in PRH Estates to promote happy and healthy living for our elderly tenants in their golden years. About 6,000 elderly tenants benefitted from various activities under the Programme during the year.

Free Health Assessment for the Elderly

We collaborated with the School of Nursing of The University of Hong Kong (HKU) and the Oral Health Education Unit of the Department of Health to provide free health assessments, oral health education and health tips for elderly tenants in different districts.



Nursing team from HKU delivers free health assessments to an elderly tenant under the home visit pilot scheme



One of the mobile health assessment stations organised at Domain – an HA shopping centre in Yau Tong

Under the programme, a home visit pilot scheme was introduced in Sai Wan Estate. The nursing team from HKU visited elderly households to provide free health assessments. Elderly tenants with special needs would be referred to an NGO for follow-up. Mobile health assessment stations were also set up in 14 public housing estates or shopping centres to provide free tests on blood pressure, body fat and grip strength, and macular degeneration, etc.



Health Talks on Oral Health

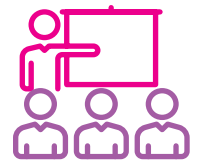
Oral Health is vital to elderly with significant impacts on their daily life. Oral diseases such as tooth loss, tooth decay or gum diseases etc. are commonly experienced by elderly people. To improve the oral health of our elderly tenants, the HA partnered with the Oral Health Education Unit of the Department of Health to deliver oral health education talks with a series of interesting interactive games. Daily oral hygiene practices and common oral diseases were introduced to elderly tenants.



A dental therapist is demonstrating to elderly tenants the proper ways to clean their teeth

Health Talks on Sarcopenia

Sarcopenia is an age-related problem that leads to decrease in muscle and affects the mobility of the elderly's limbs and their ability to balance. To enhance the understanding of the elderly towards sarcopenia, the HA jointly organised health talks with the School of Nursing of HKU under the Programme.



Guided by a professional fitness trainer from the School of Nursing team and two AI robots, over 100 elderly tenants from different PRH estates did exercises together.



An AI robot serves as fitness trainer to heighten the elderly's interest in doing exercises