

Mid-year Progress Report ending 30.9.2000

Building Business : 14 initiatives were involved -

(A) On Schedule/On-going

	Key Initiatives	Progress as at 30.9.2000
1	To complete at least - 90,000 PRH/Interim Housing (IH) /HOS/ PSPS flats - 150,000 m ² gross floor area of commercial properties - 10,000 car/lorry parking spaces.	Completed - 22,737 flats - 8,523m ² gross floor area of commercial properties - 403 car/ lorry parking spaces
2	To clear no less than 60 blocks under the CRP.	27 blocks were cleared.
3	To complete four restructuring studies and assess their impact on public housing production and urban redevelopment.	The restructuring studies had been commenced and preliminary restructuring options were proposed for consideration by the Strategic Planning Committee.
4	To implement an overall strategy on enhancing building quality.	Among the 50 new reform initiatives for enhancing building quality, 15 had been implemented, 17 were being implemented and the remaining 18 were under planning.
5	To improve quality control of foundation works by introducing Piling PASS to assess performance of piling contractors and enhancing site supervision and testing systems.	The consultant had commenced the study in July 2000.
6	To improve efficiency ratio of PRH and HOS blocks.	New PRH and HOS designs were being developed to rationalize central core design and flat layouts. The design approach for HOS was approved by the Building Committee (BC) in October 2000.
7	To review design and standard of finishes of HOS blocks to suit customer needs and to improve construction efficiency and cost-effectiveness.	Opinion surveys on newly-completed HOS developments were being conducted for design improvement. Pilot projects offering different options of purchasers' choice on standard of fittings and provisions were in progress.
8	To review the existing design of the Housing for Senior Citizens to facilitate a continuum of care	Review on the design had been completed. The report of the consultancy study on continuum of care

	and to improve effectiveness and cost-efficiency.	was being considered.
9	To implement options to vary standard residential blocks to enhance identity of public housing estates.	With BC's approval, new design approach for HOS on new facade options and revised options for gable-end layouts were being developed.
10	To assess housing projects under Hong Kong Building Environmental Assessment Method - Residential (HK BEAM).	Good ratings were achieved in the provisional assessments for two trial schemes. Wider application of HKBEAM was in progress.
11	To implement an environmental management strategy for minimizing nuisance from dust, noise and water pollution during construction, and propose enhancement to building standards, design and specification for sustainable development.	The strategy and specification clauses for waste management were being developed. Industry-wide consultation on recycling, waste minimization and use of sustainable materials was underway.
12	To develop the concept of 'joint-venture' development and explore the feasibility of implementing pilot schemes.	The concept of "joint-venture" development was being reviewed.
13	To work out 'design and build' schemes and launch pilot projects.	A trial 'design and build' project was endorsed by BC in August 2000. Development of the brief, pre-qualification criteria and tender evaluation were in progress.

(B) Under Review

14	To improve contractors' performance through implementation of PASS 2000 and Building Services PASS.	Full-scale rolling out of PASS 2000/BS PASS was temporarily suspended to cope with staff deployment for implementing the quality housing reform initiatives.
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Rental Housing Business : 12 initiatives were involved -

(A) On Schedule/On-going

	Key Initiatives	Progress as at 30.9.2000
1	To implement programmes for enhancing environmental friendliness, including abatement of waste and water pollution.	Publicity programmes on environmental friendliness were organized in 157 estates and recycling bins were provided to each domestic block.
2	To reduce the overall average waiting time for PRH from 6 to 5 years and that for elderly applicants from 3.5 to 3 years.	The overall average waiting time was 5 years and that for the elderly was 3 years.
3	To allocate no less than 20,000 PRH units to Waiting List applicants.	10,400 PRH units were allocated.
4	To rehouse 21,000 households under the CRP.	12,000 households were rehoused.
5	To assess the feasibility and requirements for achieving a 'continuum of care' approach for the elderly in PRH estates.	The final report of the consultancy study was being considered.
6	To clear all 11 Temporary Housing Areas (THA) and 2 CAs.	Three THAs and one CA were cleared.
7	To enhance the level of supervision and quality control on maintenance contractors, to introduce Maintenance Assessment Scoring System (MASS) in tendering and to increase the ratio of qualified tradesmen in all trades.	The use of MASS score in tendering was being studied and the target composition of qualified tradesmen (50% on key trades and 35% on electrical works) had been achieved.
8	To reduce the period for vacant flat refurbishment from 57 to 50 days.	The refurbishment period was reduced to an average of 52 days.
9	To encourage tenants' participation and contribution in estate management, cleansing and maintenance matters.	The Clean Neighbourhood Campaign Phase 3 was launched in July 2000 to encourage tenants' participation in estate matters. Estate Management Advisory Committee (EMAC) members were invited to participate in assessing the performance of cleansing and security contractors in their estates.
10	To implement landscaping improvement projects in 18 estates and to plant 230,000 plants/trees in 24 estates.	Landscape improvement work covering 50,100 m ² had been implemented in all 18 estates while some 200,000 plants/trees were planted in 14 estates.
11	To implement a new PMA management model for optimizing the benefits of the private sector	A new management model was implemented in July 2000 through the setting up of the Property Service

	involvement initiative.	Contract Administration Unit and 5 district tenancy management offices.
12	To contract out estate management services for 11 new PRH estates and 1 small household development.	Estate management services for 10 new PRH estates will be outsourced to PMA and property services companies in October/December 2000.

Home Ownership Business : 10 initiatives were involved -

(A) Action Completed

	Key Initiatives	Progress as at 30.9.2000
1	To review the extension of HOS/PSPS and HPLS to single persons.	Review was made in April 2000 whereby single persons were allowed to purchase HOS/PSPS flats of all sizes and to apply for HPLS.
2	To set up a Customer Call Centre for providing one-stop customer-oriented enquiry service under the new Rental and Purchase Hotline.	The Customer Call Centre and the Purchase Hotline have been in operation since April 2000.

(B) On Schedule/On-going

3	To offer no less than 25,000 PRH flats for sale to sitting tenants under Tenants Purchase Scheme (TPS) Phase 4.	Land grants and Deed of Mutual Covenants for these TPS estates were being prepared. Flat price will be fixed by end 2000.
4	To review the quota and amount of loan under the HPLS to maintain attractiveness.	HOC had approved to grant 4,500 loans at the same level of loan amount and monthly subsidy for 2000/01.
5	To provide timely and user-friendly information at the HA website for prospective owners.	The web-page had been updated to include user-friendly information.
6	To assist the formation of Owners Corporations (OCs) in 14 new HOS estates and 21 pre-Phase 18A HOS estates.	3 OCs in new HOS estates and 13 OCs in pre-Phase 18A HOS estates were formed.

(C) Under Review

7	To offer 27,000 HOS/PSPS flats for sale.	HA endorsed an adjustment in the home ownership programmes in July 2000. Only 3,956 flats had been offered for sale under Phase 22A in May 2000. The next sale exercise will be held in early 2001. About 10,300 HOS/PSPS flats will be offered for sale in 2000/01.
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8	To offer 3,200 flats for sale under MSS to tenants affected by CRP and CA clearance.	After the adjustment in the home ownership programmes, some MSS projects were reverted to PRH. Only 1,900 flats will be earmarked for sale under MSS/BRO next year.
9	To offer 3,000 flats for sale to prospective tenants under BRO.	Sale had been withheld due to an adjustment in the overall sale programmes of home ownership flats. Some 1,900 flats will be earmarked for sale under MSS/BRO next year.
10	To contract out management of 15 new HOS estates and 4 BRO estates to PMA.	6 new HOS estates were contracted out. Due to adjustment in home ownership programmes, 4 BRO estates would be transferred to PRH.

Commercial Business : 8 initiatives were involved -

(A) On Schedule/On-going

	Key Initiatives	Progress as at 30.9.2000
1	<ul style="list-style-type: none"> -To implement an environmental strategy to prevent debris and grease from entering into drainage - To control excessive noise nuisance in all service rooms - To ensure chemical wastes produced are declared and properly handled. 	Noise abatement works were carried out at Wong Tai Sin Shopping Centre. Actions on other programmes were in progress.
2	To maintain a customer satisfaction index on shopping centres for assessing satisfaction levels against established performance indicators.	The first re-test survey on customer satisfaction levels was being arranged.
3	To finalize the installation programme for a comprehensive data handling and financial system.	Specifications for the new Revenue Management System were being prepared.
4	To roll forward the clearance of Shek Kip Mei Factory Estate.	149 (64%) out of a total of 233 tenants had signified intention to surrender their factory premises by 30.4.2001.
5	To outsource the management of 33 shopping centres.	Management contracts for 12 shopping centres were awarded to PMAs.
6	To explore the feasibility of outsourcing promotion, exhibition activities and rent-fixing functions	On 9 November 2000, Commercial Properties Committee accepted that outsourcing in the specified areas in promotion and rent -fixing was not feasible.

(B) Under Review

7	To formulate a trial 'Build, Operate, Transfer' scheme for commercial facilities.	Pending recommendations of the Consultancy Study on Future Delivery of HA Retail Facilities for formulating follow-up actions.
8	To review the policy of letting shopping centres to single operators.	Similar to (7) above, the review will be carried out when the consultancy study is completed in early 2001.

Corporate Services - 12 initiatives were involved -

(A) On Schedule/On-going

	Key Initiatives	Progress as at 30.9.2000
1	To implement the HRM Plan to prepare staff and the department for meeting challenges in the new millennium with specific focus on PSI and new job roles/business changes.	Programmes launched according to schedule. A progress report will be submitted to Human Resources Committee (HRC) in November 2000.
2	To implement proposals on terms and conditions of employing HA contract staff arising from a consultancy review.	New remuneration packages and terms of employment were endorsed by HRC in September 2000 and have been used in the recruitment of HA staff.
3	To set up a Mandatory Provident Fund (MPF) Scheme for HA contract staff.	Selection of MPF Master Trust Scheme service provider was finalized in October 2000. Details on the administrative arrangements, including enrollment sessions for staff, were being worked out.
4	To set up an Exhibition and Resource Centre and to design visit programmes for visitors of different cultural/social background.	Design works for the Exhibition Centre were in progress while the fitting out works for the library (Resource Centre) will be completed by late 2000. Visit programmes were being drawn up.
5	To add 3,000 images to the computerized photo archive.	User acceptance test of the system was being conducted. The target addition of 3,000 images (making a total of 6,000) will be achieved by March 2001.
6	To outsource the building management of the new office building at Ho Man Tin South Phase IV.	The tender exercise to appoint a PMA was in progress.
7	To launch promotional programmes on green house-keeping measures.	Environmental bags were distributed to all staff. More than 6,000 staff had signed pledges in support of the HA's environmental campaign. The launching of a paper reduction competition was being considered.

8	To enhance the use of information technology (IT) in communication and service delivery.	<ul style="list-style-type: none"> ● New features, including Personalized Learning Portal and Website of Theme-based Workshops for directorate officers had been introduced to facilitate staff development. ● The Chinese Glossary Search System had been enhanced and rolled out. ● A Chinese homepage in the HA intranet had been included. ● A database on wider use of Chinese in HA had been established. ● E-mail service was being rolled out to a further 1000 officers. 480 e-mail systems had been installed.
9	To introduce training and communication programmes to support environmental management initiatives.	Two seminars on environmental protection issues were held in July and September 2000. The use of environmental training video was under planning.

(B) Behind schedule

10	To launch the first phase of HRM Information System to facilitate improved human resources planning.	The programme was delayed due to the need to study a new initiative to expand the scope of the project to include the HA Payroll System. The tender of the new system had been issued while the Tender Evaluation Team was working on the selection criteria. The system will be launched in 2002.
11	To enhance the HA/HD Internet Home Page to facilitate information dissemination to the public in a more user-friendly manner.	The original time goal for completing this initiative was June 2000. The infrastructure was being developed and would be completed by end 2000. Content development will commence upon approval by HD Computer Committee on the scope of content expansion.

12	To outsource IT services.	The original time goal for completing this initiative was September 2000. Tender requirements for outsourcing personal computer services and support had been drawn up. Contract terms and conditions were being finalized. The tender will be issued by end 2000.
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Finance and Accounting Services : 8 initiatives were involved -

(A) On Schedule/On-going

	Key Initiatives	Progress as at 30.9.2000
1	To develop a Business Values Analytic and Risk Management System to support strategic and financial planning and facilitate implementation of subsidy policies.	User requirements were defined and open tender was issued in September 2000.
2	To review the HA's comprehensive risk management programme, including risk financing strategies, risk management organization and risk reporting framework.	Risk Management Working Groups had been formed within Business Branches. Review of Risk Financing Strategies was in progress. A progress report will be submitted to Finance Committee (FC) in November 2000.
3	To improve cashflow forecast for maximizing the use of the HA's available funds.	Improved active monitoring of cashflow forecast has been introduced with more regular updating of business cashflow, particularly capital expenditure and HOS receipts, and critical evaluation of various scenarios.
4	To review the asset allocation strategy.	This has been evaluated in conjunction with various liquidity management initiatives and funding proposals. An overall review on the funds management strategies will be put forward to FC in February 2001.
5	To review the policy and processes on procurement and counterparty list management (CLM).	A standard set of CLM policies has been agreed in principle. In addition, a standardized Contract Numbering System has been devised and will be implemented with effect from 1.1.2001. The major user requirements for the Counterparty Management Information System have been agreed.

6	To enhance and roll out the second phase of the Housing Accounting and Financial Information System (HAFIS).	The post implementation review of HAFIS was completed in September 2000. The approach to roll out the second phase of the HAFIS to estates would be further reviewed.
7	To enhance the Fixed Assets System to support new HA initiatives.	A review was commenced in July 2000.

(B) Behind Schedule

8	To implement Phase 2 of the Budgeting and Forecasting Information System.	The original time goal for completing this initiative was July 2000. Preparation work was in progress. All Phase 2 functions will be ready for production run by November 2000.
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