

## **THE HONG KONG HOUSING AUTHORITY**

### **Memorandum for the Housing Authority**

#### **Proposed Terms of Reference for the Housing Authority and its Committees**

#### **PURPOSE**

This paper seeks Members' approval to the revised terms of reference of the Housing Authority (HA) and its Committees.

#### **BACKGROUND**

2. The fast expansion of the public housing programme, rising aspirations of the community and growing complexity of the work of HA have brought about the need for the Housing Department, being the executive arm of HA, to enhance its management systems and practices with a view to improving internally its efficiency and externally the quality of services.

3. With the full support of HA, the Department launched the Management Enhancement Programme (MEP) in January 1997. This is an all-embracing programme aiming to set strategic and financial objectives, enhance management systems and practices, improve quality of our services, uplift the Department's image and increase job satisfaction of employees.

4. In order to enable us to move forward in the same direction, the Department has developed a set of shared "Vision, Mission and Core Values". The vision developed by the Department under the MEP is "To be the

community's pride as a professional team striving for continuous improvement in the provision of public housing and related services." Our mission is -

- (a) to provide affordable housing and quality management, maintenance and other housing related services to meet the needs of our customers in a proactive, progressive and caring manner;
- (b) 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
- (c) to engender a competent, dedicated and performance-oriented team under an inspiring, dynamic and forward-looking leadership.

5. The core values of "3Cs", caring, customer-focused and committed, are also developed for adoption by staff to provide a clearer sense of direction, increase job satisfaction and enhance their contribution to our clients in the form of more efficient and responsive services.

6. To achieve the vision and mission, the Department has since April 1997 reorganised its structure which aligns with HA's core businesses - Development and Construction, Allocation and Marketing, Management, Commercial and Services; and two cross-business supporting services - Finance and Accounting and Corporate Services. Members were informed of the reorganisation vide HA 26/97. Each core business is headed by a Business Director who reports to his own Committee over the area of business operation. Business and service plans will be drawn up for inclusion into the HA corporate plan.

7. As part of the wide-ranging reform of the MEP, there is also a need for HA and Committees to re-align their responsibilities and refine the terms of reference (TOR) so as to better reflect the initiatives of management reform, clarify responsibilities, promote efficiency and enhance accountability to the public. It is also necessary to align the proposed TOR with the new corporate business planning process. An internal briefing for HA and Committee Members was held on 19 July 1997 to discuss the proposed TOR and the corporate business planning process.

## **PROPOSED TERMS OF REFERENCE**

8. The proposed TOR, which have incorporated the comments of HA and Committee Members expressed at the internal briefing on 19 July 1997, are at **Annex A**. The existing TOR are at **Annex B**.

9. The proposed TOR aim to -

- (a) enable the Committees to endorse their own business plans for their core businesses;
- (b) empower the Committees to approve financial targets, service standards and performance measures for better monitoring their activities;
- (c) facilitate the Committees to participate more in the planning and development of their businesses by advising on development cost yardsticks and building standards so as to achieve cost-effectiveness, and monitoring the progress of their projects;
- (d) clarify the division of responsibility of and define the inter-relationship between the Committees; and
- (e) enhance the cooperation among Committees and better utilize their expertise for achieving the common goals more effectively.

10. To better reflect the new roles, it is proposed to change the titles of the Development Committee and Management and Operations Committee to Strategic Planning Committee and Rental Housing Committee respectively.

11. No changes to the TOR of the Complaints Committee and Special Committee on Clearance of Kowloon Walled City are considered necessary.

## **RECOMMENDATION**

12. It is recommended that Members endorse the proposed TOR at **Annex A**.

## **DISCUSSION**

13. At the meeting of HA to be held on 25 September 1997, Members' endorsement to the recommendation at paragraph 7 will be sought.

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