

THE HONG KONG HOUSING AUTHORITY

Memorandum for the Housing Authority

Publication of the Housing Authority Corporate Plan for 1999/2000

PURPOSE

This paper seeks Members' approval to publish the Housing Authority (HA) Corporate Plan for 1999/2000.

BACKGROUND

2. In order to better achieve the strategic objectives of the HA and to facilitate forward planning, we have introduced a corporate planning process since 1997. Under this new planning approach, a strategic plan will be drawn up by the Strategic Planning Committee (SPC) to set out the corporate objectives and key initiatives for the forthcoming financial year. Thereafter, each Business Director will draw up his own business/service plan which will cover the key programmes, new initiatives and the operating budgets of his business for endorsement by the respective Committee. At the end of the cycle, a Corporate Plan will be consolidated for the HA on its key strategies and activities. The first Corporate Plan was published in June 1998.

PRESENT POSITION

3. With the experience gained from our first attempt, we have been able to work on a more coherent and logical planning cycle for 1999/2000. In July 1998, the SPC reviewed the operating environment of the HA and endorsed the Strategic Plan for 1999/2000 which covered the corporate objectives and key initiatives for the forthcoming year. Based on the Strategic Plan, Business Directors had developed their business and service plans which were endorsed by respective Committees between November and December 1998 -

Committee	Date
Home Ownership Committee	12 November 1998
Building Committee	19 November 1998
Rental Housing Committee	25 November 1998
Commercial Properties Committee	26 November 1998
Human Resources Committee	30 November 1998
Finance Committee	10 December 1998

4. As part of our on-going initiative to enhance our performance management system, the SPC, with the contribution from relevant business Committees, endorsed the introduction of the first set of corporate Key Performance Indicators (KPIs) for the HA in November 1998. These corporate KPIs have been incorporated in the Corporate Plan and we shall appraise our achievements half-yearly.

5. Based on the Strategic Plan approved by the SPC and the business/service plans endorsed by respective Committees earlier, we have now consolidated the Corporate Plan for 1999/2000 which is at **Annex**. The Corporate Plan has been developed with reference to the latest operating environment, the strategic objectives on housing and also the key business initiatives. It is a culmination of the whole business planning cycle.

PUBLIC REACTION AND PUBLICITY

6. The Corporate Plan will help both the HA and the Department to communicate and present our work and achievements to the community more effectively. Our operations will also be seen to be more transparent by the public.

WAY FORWARD

7. Subject to Member's endorsement on the Corporate Plan, we shall submit it and the budget for 1999/2000 to the Chief Executive for approval. We expect to publish the Corporate Plan around March/April 1999.

DECISION

8. At the Housing Authority meeting to be held on 28 January 1999, Members are invited to approve on the publication of the Corporate Plan.

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