

THE HONG KONG HOUSING AUTHORITY**Memorandum for the Human Resources Committee****1999/2000 Service Plan for the Corporate Services Branch****PURPOSE**

To seek Members' endorsement on the service plan of the Corporate Services Branch for 1999/2000.

BACKGROUND

2. As part of the Management Enhancement Programme to improve business focus and operational efficiency, business plans have been formulated for the four core businesses (rental, home ownership, commercial and building) of the Housing Authority. For the two supporting branches, Corporate Services Branch and Finance & Accounting Branch, complementary service plans have been prepared. The 1999/2000 Service Plan of the Corporate Services Branch is at **Appendix**.

SERVICE OBJECTIVES

3. With a view to realizing the corporate strategic objectives of the Housing Authority (HA), the service objectives for the Corporate Services Branch have been drawn up as follows -

- (a) to develop and deploy our human and financial resources to meet corporate goals in the most effective manner;
- (b) to make greater use of private sector resources in the delivery of supporting services to Business Branches where it makes financial and management sense;
- (c) to promote environmental understanding and practices in the workplace and to contribute to HA's environmental performance;
- (d) to develop a partnership with customers and other stakeholders including strengthening communications with them.

NEW INITIATIVES

4. 24 Key initiatives have been identified for the year 1999/2000 aimed at working towards the above service objectives and are listed in paragraph 12 of the **Appendix**. Major areas of focus will be on -

- enhancing the alignment of staff behaviour to the HA's objectives including instilling a sharper focus on customer service, resilience to change and provision of quality and more cost-effective services
- improving communication with internal and external stakeholders
- preparing the organisation to be Year 2000 ready

PERFORMANCE MEASURE

5. Key performance indicators (KPI) have been established for measurement of performance in different areas of the service plan. The KPIs are set out in paragraph 13.

DISCUSSION

6. At the next meeting to be held on 30 November 1998, Members will be invited to note the Budget (paragraph 14 of Appendix) and to endorse -

- (a) the service objectives set out in paragraph 3 above;
- (b) key initiatives outlined in paragraph 12 of the **Appendix**; and
- (c) KPIs proposed in paragraph 13 of the **Appendix**.

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