

**Terms of Reference of Housing Authority Committees  
(As at mid-1997)**

**THE HOUSING AUTHORITY'S COMMITTEES**

The Housing Authority currently has eight standing and one ad hoc committees which have responsibility for certain areas of the Authority's work including certain executive functions under delegated authority as specified in their terms of reference. The terms of reference for these committees are as follows -

**STANDNG COMMITTEES**

**(A) Building Committee**

- (i) To advise the Housing Authority on the most efficient and cost-effective means of implementing the construction and major improvement and renovation programmes approved by the Strategic Planning Committee and to monitor progress on these programmes (the Development and Construction Business).
- (ii) To exercise the powers and functions of the Authority in accordance with prevailing policies for the purpose of the Development and Construction Business -
  - (a) to review and endorse the business plan and to approve financial targets, service standards and performance measures within the policies and objectives set by the Authority for submission to the Authority for approval;
  - (b) to monitor performance of the business at all stages including regular review of budget performance;
  - (c) to approve the briefs, plans and designs for public housing and other related projects;
  - (d) to approve the appointment of consultants;
  - (e) to agree to the contracting out of works and services;
  - (f) to oversee the progress of the housing construction and major improvement/renovation programmes;

- (g) to oversee the management of the Authority's lists of contractors and consultants, and to consider and approve actions concerning status of contractors and consultants on such lists, together with the preparation of tender lists; and
  - (h) to advise and assist other core business divisions of the Authority so far as development cost yardsticks and building standards are concerned in meeting their financial targets, service standards and performance measures within the policies and objectives set by the Authority.
- (iii) To act as a Housing Authority Tender Board for consideration of tenders for projects and services which fall within the terms of reference.

**(B) Complaints Committee**

- (i) To exercise the powers of the Housing Authority to hear specific complaints regarding the following -
  - (a) housing allocation;
  - (b) squatter registration;
  - (c) housing subsidy; and
  - (d) other public housing-related complaints other than rent assessment for subsidized domestic flats,and to determine what action within existing policy should be taken on these complaints.
- (ii) To exercise the powers of the Authority to consider complaints on assessment of -
  - (a) income and net asset value; and
  - (b) the market rent charged on domestic flats,and determine whether such assessment is made in accordance with the policy on safeguarding rational allocation of public housing resources.

- (iii) To be responsible for the overall monitoring of the Housing Department's Performance Pledge.

**(C) Commercial Properties Committee**

- (i) To advise the Housing Authority on the best means of meeting the needs of estate residents and community in the vicinity for commercial, industrial, business and ancillary facilities and of optimising financial return on its investment (the Commercial Properties Business).
- (ii) To exercise the powers and functions of the Authority in accordance with the prevailing policies for the purposes of the Commercial Properties Business -
  - (a) to review and endorse the business plan and to approve the financial targets, service standards and performance measures within the policies and objectives set by the Authority for submission to the Authority for approval;
  - (b) to monitor performance of the business at all stages including regular review of budget performance;
  - (c) to approve client briefs, and development and improvement standards;
  - (d) to agree on development cost yardsticks and building standards of the commercial properties and to receive regular reports on progress of approved projects;
  - (e) to manage and maintain the Authority's properties, including determination of letting and promotional strategy, rents and other tenancy terms;
  - (f) to approve the appointment of private management agents; and
  - (g) to determine ex-gratia allowances for properties affected by redevelopment, repair or other operational activities.
- (iii) To act as a Housing Authority Tender Board for consideration of tenders for projects and services which fall within the terms of reference.

**(D) Finance Committee**

- (i) To advise the Housing Authority on general financial and investment policies and to co-ordinate and advise on the financial aspects of policies formulated by other committees of the Authority. This will include advising the Authority on the setting and updating of financial objectives and the subsequent monitoring of financial performance of all the Authority's areas of activity.
  
- (ii) To advise the Authority on all financial policies and issues including specifically those matters arising from sections 4(3), 4(4) and 12 to 15 of the Housing Ordinance, including the following -
  - (a) to undertake financial examination of the annual corporate and business plans including the Operating Accounts, Capital and Cash Budgets and the Five Year Financial Forecasts of the Authority, before their submission to the Authority for approval;
  
  - (b) to approve supplementary provisions to the Authority's approved Budgets or applications for virement, in accordance with delegated financial limits, under (iii) below;
  
  - (c) to oversee all aspects of the management of funds of the Authority;
  
  - (d) to oversee the Authority's internal audit functions performed by the Housing Department including the consideration of the implementation of agreed recommendations and the Report from the Authority's external auditors (the Director of Audit) on the Authority's accounts; and
  
  - (e) to oversee the Authority's information technology functions performed by the Housing Department including the setting and monitoring of an overall information systems strategy consistent with the Authority's business structure and targets.

- (iii) To approve financial delegations of authority to officers of the Housing Department in accordance with the powers delegated to the Committee by the Authority.
- (iv) To act as a Housing Authority Tender Board for consideration of tenders for projects and services which fall within the terms of reference.

**(E) Home Ownership Committee**

- (i) To advise the Housing Authority on the administration and other aspects of the home ownership schemes, including the Home Ownership Scheme, the Private Sector Participation Scheme and the Home Purchase Loan Scheme (the Home Ownership Business).
- (ii) To exercise the powers and functions of the Authority in accordance with prevailing policies for the purposes of the Home Ownership Business -
  - (a) to review and endorse the business plan, and to approve the financial targets, service standards, and performance measures within the policies and objectives set by the Authority for submission to the Authority for approval;
  - (b) to monitor performance of the business at all stages including regular review of budget performance;
  - (c) to agree on development cost yardsticks and building standards of home ownership scheme projects and to receive regular reports on progress of approved projects;
  - (d) to recommend for consideration by the Finance Committee and approval by the Government the guaranteed prices for Private Sector Participation Scheme projects;
  - (e) to determine the eligibility criteria for the various home ownership schemes;
  - (f) to determine selling prices, conditions of sale and other related arrangements of the home ownership schemes;
  - (g) to manage the home ownership scheme estates;

- (h) to approve the appointment of private management agents;
  - (i) to set management fees for home ownership scheme estates; and
  - (j) to recommend to the Authority on the loan amount and to approve other administrative arrangements for the implementation of the Home Purchase Loan Scheme.
- (iii) To act as a Housing Authority Tender Board for consideration of tenders for projects and services which fall within the terms of reference.

**(F) Human Resources Committee**

- (i) To advise the Housing Authority on its human resources management strategies and policies having regard to the human resources policies of the civil service.
- (ii) To oversee the human resources management activities of the Housing Department, including the following -
  - (a) to set manpower planning parameters for the preparation of the Five Year Financial Forecast and the Annual Operating Account, Capital and Cash Budgets of the Authority;
  - (b) to approve changes to the organisation structure of the Housing Department;
  - (c) to endorse staffing proposals from the Housing Department on the creation and deletion of civil service posts and approving proposals on creation and deletion of Housing Authority posts;
  - (d) to approve changes to manning scales;
  - (e) to approve changes to the terms and conditions of appointment for Housing Authority staff;
  - (f) to approve staff development and training strategy and programmes; and

- (g) to oversee initiatives with human resources implications, including management studies, work process re-engineering and other consultancy studies and computer projects.
- (iii) To approve policy on office accommodation, major office accommodation proposals and changes to office space allocation standards.
- (iv) To act as a Housing Authority Tender Board for consideration of tenders for projects and services which fall within the terms of reference.

**(G) Rental Housing Committee**

- (i) To advise the Housing Authority on the administration and other aspects of the Authority's rental housing and ancillary facilities, including interim housing, cottage areas, transit centres (the Public Rental Housing Business).
- (ii) To exercise the powers and functions of the Authority in accordance with the prevailing policies for the purposes of the Public Rental Housing Business -
  - (a) to review and endorse the business plan and to approve the financial targets, service standards and performance measures within the policies and objectives set by the Authority for submission to the Authority for approval;
  - (b) to monitor performance of the business at all stages including regular review of budget performance;
  - (c) to agree on development cost yardsticks and building standards for rental housing and interim housing and to receive regular reports on progress of approved projects;
  - (d) to manage and maintain rental housing, interim housing, cottage areas, transit centres and ancillary facilities;
  - (e) to approve the appointment of private management agents;
  - (f) to determine the eligibility criteria for entrants to and residents of rental housing, interim housing, cottage areas and transit centres;

- (g) to monitor the allocation of rental housing and interim housing;
  - (h) to determine and review rents and fees for rental housing, interim housing and cottage areas; and
  - (i) to determine rehousing arrangements arising out of redevelopment and renovation programmes.
- (iii) To exercise the powers and functions of the Authority as agent of Government -
- (a) to clear land;
  - (b) to prevent and control squatting; and
  - (c) to plan and co-ordinate improvements to squatter areas.
- (iv) To act as a Housing Authority Tender Board for consideration of tenders for projects and services which fall within the terms of reference.

**(H) Strategic Planning Committee**

- (i) To review and endorse the corporate plan of the Housing Authority and to set strategic guidelines and planning parameters within the policies and objectives set by the Authority for submission to the Authority for approval.
- (ii) To consider the viability of projects relating to public housing development and to approve the inclusion of sites in the public housing production process.
- (iii) To consider regular reviews of the housing demand and supply for various types of public housing and to recommend to the Authority any changes necessary to meet with the policy targets.
- (iv) To review all housing programmes related to policy targets and to receive regular reports on the performance of the master programme which covers the Public Housing Development Programme and its related programmes including redevelopment, rehousing and clearance.



- (v) To consider and approve all types of redevelopment programmes.
- (vi) To consider and approve mixed development projects having regard to the policies set by the Authority.
- (vii) To resolve any difference which may arise among the various standing committees of the Authority in connection with or arising out of the carrying out of their various businesses.

## **AD HOC COMMITTEES**

### **Special Committee on Clearance of Kowloon Walled City**

To exercise the powers and functions of the Housing Authority -

- (i) to oversee all aspects of the clearance of the Walled City;
- (ii) to advise on compensation rates and rehousing policies for those affected by the clearance;
- (iii) to consider the particular problems arising from the clearance, including the treatment of unregistered doctors and dentists, water suppliers, etc; and
- (iv) to receive and consider representations from those with grievances arising out of the clearance.

*Source of information: Housing Department*