

## LegCo Panel on Housing

### **Total Maintenance Scheme for Public Housing Estates Progress Report and Latest Development (January 2007)**

#### **Purpose**

This paper briefs Members on the progress and latest development of the Total Maintenance Scheme (TMS) which was launched in early 2006.

#### **Background**

2. To enhance the maintenance service for public rental housing (PRH) estates, the Housing Authority (HA) launched the TMS in early 2006 with the target of inspecting and carrying out maintenance for over 600 000 PRH units within five years.

3. Under the TMS, the Housing Department (HD) deploys staff to inspect in-flat facilities proactively and strengthens the maintenance service so that prompt action can be taken to deal with the requests of tenants. Aimed at providing quality service, the Scheme adopts a three-pronged approach as follows :

- A proactive and comprehensive approach to identify maintenance problems;
- Prompt response to emergencies and tenant's requests for repairs; and
- Enhanced promotional and educational programmes.

#### **A. A Proactive and Comprehensive Approach to Identify Maintenance Problems**

4. To ensure that facilities and installations inside domestic flats are in a good condition, In-flat Inspection Ambassadors would be deployed by the HA to visit all PRH units in phases to carry out proactive in-flat inspections and provide one-stop repair services for them.

### *In-flat Inspection Ambassadors (IIAs)*

5. As at January 2007, more than 80 IIAs have been recruited. They have received two-week training covering customer services, building maintenance techniques and computer application, etc.

6. We have provided the IIAs with appropriate equipment (e.g. uniforms, staff identity cards, PDAs, tool boxes and questionnaires) and technical support (e.g. the company of multi-skilled maintenance staff during in-flat inspection). A set of guidelines on 'customer-oriented' in-flat inspection and maintenance service (e.g. guidelines on communication skill and manners) has been compiled. For public housing estates where inspection work is being conducted, we have also set up mobile service counters for residents to make appointment and enquire about progress of inspection and maintenance works.

### *Progress of In-flat Inspection*

7. The IIAs commenced their service on 8 February 2006. As at early January 2007, the Scheme has been implemented in 19 estates with more than 24 000 units inspected. Inspection work for four estates, namely Mei Tung Estate, Sam Shing Estate, Sai Wan Estate and Lai Yiu Estate, involving 5 113 units, has been completed. As the programme has been well received by residents, the rate of successful in-flat inspection was as high as 85%.

8. Presently, inspection work is being undertaken in 15 estates. Among these estates, over 19 000 units have been inspected (see Annex 1). For the other estates included in the inspection programme for the first two years, the work will proceed as scheduled (see Annex 2).

### *Progress of In-flat Maintenance Works*

9. As at early January 2007, we have issued more than 18 700 works orders (covering 77% of units inspected) at a total value of about \$23 million. The average cost for each piece of works was approximately \$1,200. So far, 11 900 works orders (64% of the total) have been completed. The maintenance works involved mainly problems relating to spalling concrete (47%), drainage facilities (17%) and seepage (10%).

### *Maintenance Record Research*

10. To support the TMS, three main computer systems are being actively developed :

- (i) In-flat Inspection Sub-system (IFIS) : for recording the condition of each flat and the time and date of inspection, and for issuing works orders.
- (ii) Maintenance Information Sub-system (TMIS) : for storing inspection findings and details and progress of maintenance works, for development of a composite maintenance database.
- (iii) Appointment and Scheduling Sub-system (TASS) : for making and changing appointments of inspection, checking and maintenance and for enquiries about the details and progress of maintenance works.

In future, requests from tenants for inspection/repair and records of inspection and maintenance works will be handled with the support from the computer systems. The information will be stored in the maintenance record database to facilitate research on the technical development on repairs and maintenance, which is now undertaken by the Research and Development Unit that was established in May 2006 under the Estate Management Division of HD.

### *People-oriented Mitigation Measures*

11. To mitigate the impact of the works on residents, we have formulated 'people-oriented' mitigation measures in respect of six maintenance items mainly undertaken inside a flat. The measures include better communication with tenants prior to works, adequate training for workers, complete and proper enclosure of affected areas, improvement of dust removal installation and enhanced cleaning services after completion of works, etc.

### *Estate Improvement Programme*

12. The HA is currently conducting comprehensive structural investigation for those estates that are over 40 years old under the 'Comprehensive Structural Investigation Programme'. If the structure of a building is found to be structurally sound and sustainable for another 15 years or more, we shall study and carry out improvement works to enhance the living environment. Sai Wan Estate is the first estate benefited from this programme. The improvement works include the construction of a shuttle lift and provision of elderly and recreational facilities at an estimated cost of about \$14 million. Improvement programmes are now being considered for Choi Hung Estate and Model Housing Estate.

### **B. Prompt Response to Emergencies and Tenants' Requests for Repairs**

13. In order to enhance the capability to deal with emergencies and to promptly respond to tenants' requests, a number of initiatives, including setting up a dedicated maintenance hotline and streamlining of workflow, have been taken. We are also enhancing the monitoring mechanism and training to upgrade the quality of service.

#### *Maintenance Hotline*

14. The maintenance hotline system is being implemented under a pilot scheme for tenants of estates where the TMS is in progress. Tenants may call the hotline to make requests for repairs, enquire about the works progress and express their opinions.

#### *Streamlining of Workflow*

15. To facilitate prompt response to residents' requests, we are in the process of streamlining the maintenance service workflow. New guidelines have been issued to clearly delineate the responsibilities between the HD and tenants as well as the details of tenant-pay maintenance services. The implementation of these measures will enhance the work efficiency.

*Enhanced Monitoring of Property Services Agencies (PSAs) and Maintenance Contractors*

16. We have established a Monitoring Unit on PSAs and held regular seminars for PSAs and maintenance contractors. In granting new maintenance contracts, we have made it an additional requirement for the maintenance contractor to engage a public relations manager with the aim to enhance communication between contractors and tenants.

*Enhanced Public Relations Management*

17. To strengthen publicity, we have attended a number of District Council meetings, Estate Management Advisory Committee (EMAC) meetings and estate tenants open forums to brief them on the Scheme and collect views on the maintenance service of the HD. In addition, we have produced several announcements of public interest (APIs), posters and pamphlets with the aim to enhance the tenant's understanding of maintenance and proper use of facilities inside the flats.

**C. Enhanced Promotional and Educational Programme**

*Publicity and Tenants Education*

18. The HD has worked out a comprehensive promotional and publicity plan to publicize among PRH residents information on maintenance of various facilities inside a flat through the use of display boards, posters and APIs, so that they will know more about the importance of properly using, maintaining and repairing these facilities. We have already staged a roving exhibition of mobile education boards in 16 estates and will continue with the exhibition in other estates in the territory.

19. The Maintenance Education Path (MEP) was opened on 14 January 2006 in Tai Wo Hau Estate. The Path provides detailed information on the TMS and can be visited by members of the public and organizations by appointment.

### *Enhancement of Customer Services*

20. We have arranged customer services training for HD staff and maintenance contractors responsible for the TMS. We are developing a service performance audit mechanism so as to keep up the service standard.

### *Effectiveness of the Total Maintenance Scheme*

21. To measure the effectiveness of the TMS, an independent consultant has been commissioned to conduct a customer satisfaction survey. The customer satisfaction survey for the first five estates was completed and the results show that residents were generally satisfied with the maintenance service. **Annex 3** contains a summary of the survey results, covering the overall degree of satisfaction with the maintenance services provided by the HD, residents' understanding of household maintenance and degree of satisfaction with IIAs.

### **Conclusion**

22. The major developments of the TMS in the last year include :

- Recruitment and training of In-flat Inspection Ambassadors
- Improvement and streamlining of the maintenance workflow to mitigate the impact on tenants
- Development and application of information technology to enhance work efficiency
- Promotion of maintenance knowledge and strengthening of communication with tenants
- Fostering of a 'People-oriented' customer service culture among departmental staff and business partners

23. The Scheme has been well received by the majority of the tenants, District Councillors and EMAC members, etc. It is expected that the work under the TMS will continue to proceed smoothly as scheduled in 2007.

**Estates where inspection is in progress**

| <b>Estate</b>        | <b>Starting Date</b> |
|----------------------|----------------------|
| Tai Yuen Estate      | 1 March 2006         |
| Choi Hung Estate     | 12 June 2006         |
| Tai Hing Estate      | 17 July 2006         |
| Oi Man Estate        | 24 July 2006         |
| Shun Lee Estate      | 1 August 2006        |
| Fu Shan Estate       | 4 August 2006        |
| Sun Tin Wai Estate   | 10 August 2006       |
| Shui Pin Wai Estate  | 14 August 2006       |
| Lai King Estate      | 25 August 2006       |
| Model Housing Estate | 30 August 2006       |
| Yau Oi Estate        | 7 November 2006      |
| Mei Lam Estate       | 8 November 2006      |
| Cheung Shan Estate   | 23 November 2006     |
| So Uk Estate         | 1 December 2006      |
| Lung Tin Estate      | 9 January 2007       |

### Other Estates included in the first two years' inspection programme

| District                 | Estates                   |                |
|--------------------------|---------------------------|----------------|
| Hong Kong Island         | Wah Fu (I) Estate         |                |
|                          | Wah Fu (II) Estate        |                |
|                          | Yue Wan Estate            |                |
|                          | Hing Wah (II) Estate      |                |
|                          | Wan Tsui Estate           |                |
| Kowloon                  | Wo Lok Estate             |                |
|                          | Ping Shek Estate          |                |
|                          | Tung Tau (I) Estate       |                |
|                          | Tung Tau (II) Estate      |                |
|                          | Choi Wan (I) Estate       |                |
|                          | Choi Wan (II) Estate      |                |
|                          | Kai Yip Estate            |                |
|                          | Shun Tin Estate           |                |
|                          | Shun On Estate            |                |
|                          | Lower Wong Tai Sin Estate |                |
|                          | Pak Tin Estate            |                |
|                          | Shek Kip Mei Estate       |                |
|                          | Nam Shan Estate           |                |
|                          | Ma Tau Wai Estate         |                |
|                          | N.T. & Islands            | Wo Che Estate  |
|                          |                           | Sha Kok Estate |
| Choi Yuen Estate         |                           |                |
| Pok Hong Estate          |                           |                |
| Sun Chui Estate          |                           |                |
| Kwong Fuk Estate         |                           |                |
| Lek Yuen Estate          |                           |                |
| Shan King Estate         |                           |                |
| Tin King Estate          |                           |                |
| On Ting Estate           |                           |                |
| Kin Sang Estate          |                           |                |
| Long Ping Estate         |                           |                |
| Wu King Estate           |                           |                |
| Butterfly Estate         |                           |                |
| Tai Wo Hau Estate        |                           |                |
| Shek Wai Kok Estate      |                           |                |
| Cheung Ching Estate      |                           |                |
| Cheung Hong Estate       |                           |                |
| Cheung Kwai Estate       |                           |                |
| Lei Muk Shue Estate      |                           |                |
| Kwai Shing (West) Estate |                           |                |
| Fuk Loi Estate           |                           |                |
| <b>Total :</b>           | <b>41</b>                 |                |



## Findings on Clients' Satisfaction

### Overall degree of satisfaction with HD's repair and maintenance services

|                            | <b>Pre-TMS</b> | <b>Post-TMS</b> |
|----------------------------|----------------|-----------------|
| Very Satisfied / Satisfied | 39.7%          | 86.7%           |
| Average / Neutral          | 46.7%          | 12.2%           |
| Dissatisfied               | 11.1%          | 0.8%            |
| No Comment                 | 2.5%           | 0.3%            |

### Assessment of residents' knowledge about household maintenance (Pre-TMS)

|                              |       |
|------------------------------|-------|
| Inadequate / Very Inadequate | 43%   |
| Adequate / Very Adequate     | 34.3% |
| Average / Neutral            | 22.7% |
| No Comment                   | 0%    |

### Assessment of whether residents' knowledge about household maintenance has improved (Post-TMS)

|                   |       |
|-------------------|-------|
| Yes               | 73.3% |
| No                | 25.7% |
| Refused to answer | 1.0%  |

### Overall degree of satisfaction with the Performance of IIAs

|                                  |       |
|----------------------------------|-------|
| Very Satisfied / Satisfied       | 84.4% |
| Average / Neutral                | 14.6% |
| Dissatisfied / Very Dissatisfied | 0.9%  |