

## **Legislative Council Panel on Housing**

### **Review of the Total Maintenance Scheme**

#### **Purpose**

This paper briefs Members on the findings of the review of the Total Maintenance Scheme (TMS) for public rental housing (PRH) estates conducted by the Hong Kong Housing Authority (HA).

#### **Background**

2. In early 2006, the HA launched the TMS to carry out proactive inspection and maintenance works for all PRH flats in the territory, in order to provide tenants with efficient and proper maintenance and repair services. The Scheme adopts a three-pronged approach:

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

3. The HA has recently reviewed the implementation of the TMS and the findings are set out as follows.

#### **Overall progress**

4. We have completed in-flat inspection for 50 relatively aged estates. According to the inspection findings, more than 85% of the flats require repairs of varying degrees. As at February 2008, we have completed the repair works for 24 estates, involving about 150 000 works items, with a total expenditure of around \$107 million. At present, we are conducting in-flat inspection for 25 less aged estates. Given the better conditions of the units of these estates, we expect that the inspection would take less time and we should be able to complete the inspection for all PRH estates within five years. After the completion of inspection and repair works, there should be no need for large-scale maintenance and repair works in the short term.

**(A) A proactive and comprehensive approach to identify maintenance problems**

**Key measure (1) : In-flat Inspection Ambassador (IIA)**

5. As at March 2008, we have recruited more than 100 IIAs for the inspection of 93 000 units. As the scheme has been well received by tenants, the rate of successful in-flat inspection is as high as 85%.

**Key measure (2) : Major maintenance items**

6. Apart from in-flat inspection, the HA has appointed a number of chief professionals to lead dedicated task forces to handle the following major maintenance items, including:

- (a) tile debonding and defects;
- (b) windows, gates and laundry racks;
- (c) lifts, escalators and building services;
- (d) drainage, ceiling seepage and concrete spalling; and
- (e) maintenance works under the Comprehensive Structural Investigation Programme (CSIP).

7. In March 2007, the HD established a Colour Advisory Review Panel (CARP) to be responsible for the maintenance works for facade redecoration, including reviewing the colour design, material specifications, quality control, co-ordination with other facade maintenance works, and the relevant procurement work, etc. The CARP will also consider the views of the tenants and the Estate Management Advisory Committees (EMACs) prior to the commencement of facade redecoration works.

**Key measure (3) : Estate Improvement Programme (EIP)**

8. We are carrying out comprehensive structural investigation for PRH estates aged about 40 years or above under the CSIP. To date, we have completed the investigation for eight estates and are conducting investigation for the remaining two. If the structural investigation reveals that the PRH blocks are structurally safe and can be sustained for at least 15 years, we will formulate and implement EIP to improve the living environment of these estates having regard to the needs of the tenants and the communities. As at March 2008, we have proposed a number of improvement works including the addition of lifts, barrier-free access and elderly facilities and landscaping works for six PRH

estates, namely Sai Wan Estate, Model Housing Estate, Choi Hung Estate, Wo Lok Estate, Ma Tau Wai Estate and Fuk Loi Estate. We will consult the EMACs, District Councilors and tenants prior to the commencement of the EIP.

#### **Key measure (4) : Enhancing Research and Development and maintenance record**

9. We have developed a computerized Total Maintenance Scheme System (TMSS) which includes the TMS Appointment and Scheduling Sub-system (TASS), In-flat Inspection Sub-system (IFIS), and TMS Maintenance Information Sub-system (TMIS) to facilitate the effective management of in-flat inspection records, issuing and processing of works orders, and scheduling of inspection and repair works appointments. The data collected and analysed by the systems may be used for further research and analysis, which is particularly useful to the structural investigation under the CSIP<sup>1</sup>. Moreover, these systems allow us to better understand the overall condition of the entire block, including problems such as ceiling seepage and concrete spalling. With the information collected by these systems, we can adopt a more comprehensive repair approach instead of the previous approach of simple patch repairs. This will improve the effectiveness of repair works and in turn make the housing blocks more durable.

#### **(B) Prompt response to emergencies and tenants' requests for repairs**

#### **Key measure (5) : Maintenance Hotline**

10. We launched a Maintenance Hotline in December 2006. Tenants may call the Hotline to make inspection appointments, enquire about the progress of repair works, put forward maintenance requests and lodge complaints. The Hotline Service helps shorten the time for making inspection appointments and answer tenants' enquiries. As at February 2008, we have processed about 52 700 cases through the Hotline. We have also arranged 33 000 appointments since 2006. As the Hotline service has been generally welcomed by the tenants since its implementation, we are now exploring ways to facilitate the contractors to update appointments and repair works status more accurately through the Maintenance Hotline and its related computer systems, so as to further speed up the workflow.

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<sup>1</sup> In November 2007, the TMSS received the Best Public Service Application (Innovative) Silver Award and the Best Public Service Application (Most Favoured) Bronze Award of the Hong Kong Information and Communication Technology Awards 2007 organised by the Information Technology Division of the Hong Kong Institution of Engineers.

## **Key measure (6) : Public relations management**

11. We have held over 150 meetings, briefings, seminars and workshops with various parties including Members of the Legislative Council, District Councilors, Members of the EMACs, contractors, staff of the Housing Department (HD) and tenants since July 2006. Furthermore, we have set up a Total Maintenance Scheme Website which on the one hand allows tenants to make enquiries on the Scheme, and on the other hand helps us gauge the tenants' views on maintenance services and strengthen communication with the tenants. To raise the awareness of the public and other Government departments of the scheme, we participated in a number of competitions in 2006 and 2007 and achieved satisfactory results<sup>2</sup>. The awards help build up team spirit and boost morale among the staff and contractors.

## **Key measure (7) : Management of Property Service Agents and Contractors**

12. To ensure the service quality of Property Service Agents (PSAs) and contractors, Property Service Administration Unit of the HD has developed a new performance scoring mechanism with a view to evaluating the performance of the PSAs more effectively and enhancing their services. In addition, we are working with the Hong Kong Construction Association to formulate measures to enhance the services of the contractors with a view to improving the handling of maintenance works by technical staff, with an emphasis on punctuality, prompt response, site cleanliness, politeness and better communication with tenants.

## **(C) Enhanced promotional and educational programmes**

### **Key measure (8) : Tenants education and promotion**

13. To enhance tenants' understanding of the scheme, we have set up display boards, video corners and maintenance mock-ups at the Maintenance Education Path in Tai Wo Hau Estate and 44 estates to publicize the TMS. Moreover, IIAs will share maintenance knowledge with tenants during their inspections through discussions with tenants on the contents of the TMS pamphlets. We will continue to set up Mobile Education Booths in estates where investigations will soon be conducted. We will also produce more videos, leaflets and pamphlets on maintenance, and make use of various channels such as the website of the Scheme, Maintenance Hotline and Housing TV Channel to enable the tenants to have a better understanding of the Scheme and the importance of timely and proper maintenance of the facilities in their flats.

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<sup>2</sup> In September 2007, the TMS received the 2<sup>nd</sup> Runner-up award in the Service Enhancement Award Category as well as the 2<sup>nd</sup> Runner-up award in the Internal Service Category of the Civil Service Bureau Outstanding Service Award Scheme.

## **Key measure (9) : Cultivating a customer service culture**

14. To mitigate the impact of the works on tenants, we have formulated mitigation and cleaning measures in respect of six major in-flat maintenance items<sup>3</sup>. These measures include better communication with tenants prior to the commencement of works, adequate training for workers, complete and proper enclosure of affected areas, improvement of dust removal facilities, and enhanced cleaning services after completion of works, etc. Tenants generally welcome these measures.

### **Customer Satisfaction Survey**

15. To gauge tenants' level of satisfaction towards in-flat inspection and maintenance services, an independent consultant has been commissioned to conduct a survey to collect tenants' views on HD's maintenance services before and after the implementation of the TMS. According to the survey results, the overall rate of tenants' satisfaction towards HD's repair and maintenance services after the introduction of the TMS was 87%. The survey results are set out at **Annex**.

### **Financial Implications**

16. According to the estimate in 2005, the expenditure for the maintenance and repair works under the TMS would be about \$1,257 million per annum, totaling about \$6,300 million over a five-year period. The total expenditure for the maintenance and improvement works are \$1,274 million and \$1,401 million for 2006/07 and 2007/08 respectively.

### **Way Forward**

17. We will continue to enhance the maintenance works and strengthen our communication with the tenants to deepen their understanding of the Scheme. We are now considering the way forward for the TMS. Members are invited to express their views on the findings of the review as presented in this paper.

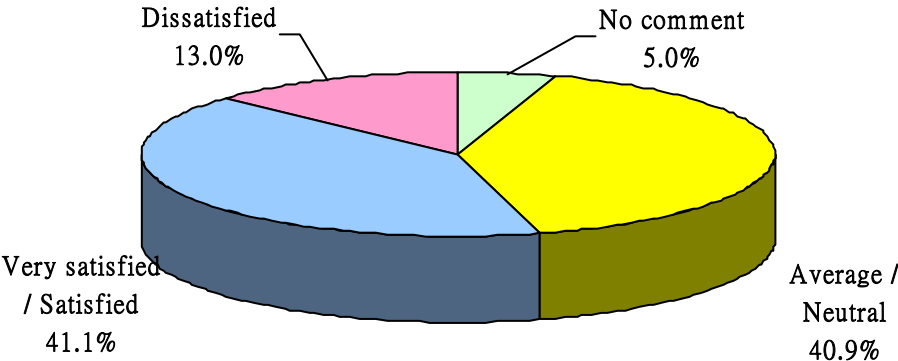
**Transport and Housing Bureau**  
**April 2008**

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<sup>3</sup> These six major maintenance items are concrete spalling, sewer leakage, fresh water pipe leakage, wall tile debonding and main door/room door replacement.

**The overall rate of tenants' satisfaction towards the  
HD's maintenance services  
(As at January 2008)**

**(1) Before the implementation of the Total Maintenance Scheme :**



**(2) After the implementation of the Total Maintenance Scheme :**

