

Legislative Council Panel on Housing
Progress of Total Maintenance Scheme and Way Forward

Purpose

This paper is to brief Members on the progress and way forward of the Total Maintenance Scheme (“TMS” or “the Scheme” hereafter) for public rental housing (PRH) estates conducted by the Hong Kong Housing Authority (HA).

Background

2. To enhance inspection and maintenance services for a total of 692 000 units in its PRH estates, the HA endorsed the TMS in October 2005 and the 5-year programme under the Scheme has been rolled out since early 2006.

3. The implementation of the TMS aims to lay a foundation based on quality customer-oriented culture to provide maintenance service and inspect in-flat installations proactively so as to meet the rising expectations of the tenants.

4. The Scheme adopts a three-pronged approach¹:

- (a) Proactive and comprehensive approach to identify maintenance problems;
- (b) Prompt response to emergencies and tenants’ requests for repairs; and
- (c) Enhanced promotional and education programmes.

5. Further to our report to the Legislative Council (LegCo) Panel on Housing on 8 April 2008, we have recently reviewed the TMS progress with a view to developing a long term maintenance strategy based on the experience gained under the Scheme.

¹ Planned maintenance initiatives under the Scheme include: In-flat Inspection Ambassador, Dedicated Task Force for Major Maintenance Issues, Estate Improvement Programme, Enhanced Research and Development, Maintenance Hotline, Proactive Public Relations Management, Management and Monitoring of Property Service Agents and Maintenance Contractors, Publicity and Tenant Education Programme, and Enhancement of Customer Services.

Overall Progress

6. As at November 2008, the “In-Flat Inspection Programme” under the TMS has been successfully rolled out in 66 estates². Among these estates, inspection and repair services for 33 estates involving 118 200 works orders and about 262 620 works items were satisfactorily completed.

7. Since implementation of the TMS in February 2006, the average estimated work cost per works order has been in the range of HK\$1 300 - \$1 800 with an accumulated expenditure of around HK\$222 million.

Report on Major Initiatives

In-flat Inspection Ambassador (IIA)

8. As at November 2008, we have recruited more than 160 IIAs. The IIAs have been provided with training and deployed to visit PRH tenants in phases, carry out proactive in-flat inspections and arrange one-stop repair service for all PRH units in a 5-year cycle commencing 2006.

Enhancing Research and Development, and Maintenance History

9. With the computerised 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), we can perform 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 have been used for further research and analysis, and are particularly useful to the structural investigation under the Comprehensive Structural Investigation Programme (CSIP).

10. We have used the systems to analyse the overall condition of the estates, including problems such as ceiling seepage and concrete spalling. We will implement more comprehensive repair approach to replace the previous

² **Estates with in-flat inspection completed:** Mei Tung, Sam Shing, Lai Yiu, Tai Yuen, Sai Wan, Choi Hung, Tai Hing, Oi Man, Shun Lee, Sun Tin Wai, Shui Pin Wai, Lai King, Fu Shan, Model Housing, Cheung Shan, Mei Lam, So Uk, Lung Tin, Hing Wah (2), Choi Wan (2), Pak Tin, Lei Muk Shue (2), Lek Yuen, Cheung Kwai, On Ting, Chun Shek, Ma Tau Wai, Nam Shan, Kin Sang, Yue Wan, Tin King, Tung Tau (1) and Ngan Wan Estate.

Estates with in-flat inspection in progress: Yau Oi, Ping Shek, Sha Kok, Cheung Ching, Choi Wan (1), Shek Wai Kok, Shun Tin, Choi Yuen, Kwong Fuk, Kwai Shing (West), Wu King, Shun On, Butterfly, Wah Fu (1), Leung King, Fuk Loi, Lung Hang, Wah Fu (2), Shek Kip Mei, Chak On, Wo Che, Long Ping, Kai Yip, Wo Lok, Shan King, Tai Hang Tung, Pok Hong, Shek Lei (2), Wan Tsui, Lei Cheng Uk, Tai Wo Hau, Cheung Hong and Cheung On Estate.

approach of simple patch repairs. This will improve the effectiveness of repair works and in turn make the housing blocks more durable. We continue to conduct application researches and explore new technologies for promoting effective building care and delivering quality maintenance services.

11. In response to a request at the LegCo Panel on Housing meeting on 8 April 2008 for information concerning percentages of dilapidated steel window frames in PRH estates, a research on window repair records has been conducted and it is found that the average window repair rate only amounts to 0.44%.

12. The relatively low repair rate indicates clearly that the steel windows in PRH estates have been reasonably maintained and they are generally in satisfactory conditions. In view of the current conditions, we consider that there is no immediate need to conduct a large-scale window replacement exercise. We will however check the window condition during the TMS proactive inspection and carry out repairs as necessary.

Comprehensive Structural Investigation Programme (CSIP) and Estate Improvement Programme (EIP)

13. 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 10 estates. Thirty-two estates have been scheduled to be conducted in the coming 10 years. 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.

14. As at November 2008, we have proposed a number of improvement works including the addition of lifts, barrier-free access, elderly facilities and landscaping works for seven estates, namely Sai Wan, Model Housing, Choi Hung, Wo Lok, Ma Tau Wai, Fuk Loi and Ping Shek Estates.

Maintenance Hotline

15. A maintenance hotline supported by a call centre was launched since December 2006 to handle incoming calls concerning inspection appointments, enquiries on the status of repair works progress and complaints. As at early November 2008, 46 760 appointments have been arranged and 94 200 enquiries have been handled through the hotline system. Through the Service Centre Agent (SCA), Interactive Voice Response System (IVRS) and website of the Housing Department (HD), tenants' maintenance requests can now be handled expediently.

Public Relations Management and Tenants Education & Promotion

16. We continue to hold meetings, briefings, seminars and workshops with various parties including LegCo Members, District Councillors, Members of the Estate Management Advisory Councils, contractors, HD staff and tenants to promote the Scheme. To enhance tenants' understanding of the scheme, we make use of display boards, video corners and maintenance mock-ups at the Maintenance Education Path in Tai Wo Hau Estate and mobile Maintenance Education Booths (MEBs) in estates where inspections will soon be carried out.

17. We have also arranged informal meetings with tenants at mobile MEBs to collect tenants' opinion. As at October 2008, we have already installed 58 mobile MEBs in our estates. We will review opinion collected regularly and determine ways to improve our maintenance services.

Customer Satisfaction Survey

18. To gauge tenants' level of satisfaction towards the in-flat inspection and maintenance services, an independent consultant has been commissioned to conduct surveys to collect tenants' views on HD's maintenance services before and after the implementation of the TMS. According to the survey results, the overall rates of tenants' satisfaction towards HD's repair and maintenance services has maintained a level of over 85% ever since the Scheme was launched in 2006.

19. The customer satisfaction survey results are shown as below:

Interim Report	Report Period	Overall Customer Satisfaction Rate
1st	From 20 Feb 06 to 8 Mar 06	85.2%
2nd	From 1 Mar 06 to 19 Oct 06	86.7%
3rd	From 1 Mar 06 to 30 Apr 07	88.5%
4th	From 1 Mar 06 to 22 Dec 07	87.1%
5th	From 1 Mar 06 to 11 Oct 08	86.3%

Way Forward of TMS

20. Building on the foundation of TMS and in order to further enhance the maintenance services to our PRH tenants as well as our housing stock, the following initiatives are now being considered:

- (a) In-flat inspection/repair using the TMS IIA model will be developed into a regular programme upon completion of the

current first cycle of the TMS programme, with –

- I. thorough inspection/repair every ten years for estates aged 20 and above, and
 - II. general inspection/repair every five years for estates aged 10 and above.
- (b) We will also progressively adopt the TMS model for carrying out day-to-day responsive in-flat maintenance services upon tenants' requests.

21. TMS is operating in full swing and various initiatives developed under the Scheme have been implemented and proved to be effective. We target to report the progress to Members again upon completion of the first cycle of the Scheme.

22. We have planned to shorten the in-flat inspection and repair works under the TMS for estates originally scheduled to commence in 2011 and will arrange to advance the inspection of these estates to 2009/2010, i.e. one year earlier than the original 5-year cycle. This together with HD's construction works for new estates and other maintenance and improvement (M&I) works to be carried out would provide a total of some 10 000 jobs for the construction industry in 2009/10.

23. Members are invited to note the progress of the TMS and the way forward.

Transport and Housing Bureau
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