

民政事務總署

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修頓中心廿九、三十及三十一樓



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30 March 2021

Clerk to the Public Accounts Committee
Legislative Council Complex
1 Legislative Council Road
Central, Hong Kong
(Attn: Ms Wendy JAN)

Dear Ms JAN,

Public Accounts Committee
Consideration of Chapter 4 of the Director of Audit's Report No. 75
Efforts of the Home Affairs Department in facilitating building management

Thank you for your letters of 16 March 2021 to the Secretary for Home Affairs and Director of Home Affairs on the captioned matter.

The consolidated response of the Home Affairs Bureau and the Home Affairs Department to the questions raised in the two letters are set out at **Annex**.

Yours sincerely,

(Gavin Yeung)
for Director of Home Affairs

c.c. Secretary for Home Affairs (Fax No.: 2591 6002)
Secretary for Financial Services and the Treasury (Fax No.: 2147 5239)
Director of Audit (Fax No.: 2583 9063)

Public Accounts Committee
Consideration of Chapter 4 of the Director of Audit's Report No. 75
Efforts of the Home Affairs Department in facilitating building
management

Consolidated Response of the Home Affairs Bureau
and the Home Affairs Department

Part 1: Introduction

Q(a) Referring to paragraph 1.17 of the Audit Report about the performance indicators on facilitating building management reported in the Controlling Officer's Reports of the Home Affairs Department ("HAD"), please advise:

Q(a)(i) whether HAD would consider including in its Controlling Officer's Reports the indicators on "Visits to buildings with owners' corporations ("OCs")/mutual aid committees/owners' committees/residents' organizations" and "Visits to buildings without any form of management", which were replaced in 2017 by another indicator on "Liaison with owners/management bodies of private buildings"; if no, why not; and

A(a)(i) In recognition of technological advancement and to better reflect the work of HAD in building management, the indicators "Visits to buildings with owners' corporations (OCs)/mutual aid committees/owners' committees/residents' organisations" and "Visits to buildings without any form of management" in HAD's Controlling Officer's Reports were replaced in 2017 by a new indicator "Liaison with owners/management bodies of private buildings". This change recognises the closer and more frequent liaison of District Building Management Liaison Teams (DBMLTs) with owners/management bodies by electronic means (e.g. e-mails, phone calls and instant messaging using mobile applications), in addition to the traditional means of conducting physical visits.

The actual number of liaisons conducted since 2017 was 57 926 (2017), 62 147 (2018) and 58 855 (2019) respectively. In 2020, HAD conducted 77 094 times of liaison, which was attributable to the increase in liaison work arising from the

COVID-19 pandemic as well as other ad hoc requests from other bureaux/ departments (B/Ds) for promotion of various Government subsidy schemes. The outbreak of the pandemic also highlights the importance of maintaining liaison via electronic means and the need to reflect such efforts in the indicator.

Q(a)(ii) whether HAD would adjust upward the estimates for the two indicators on “Liaison with owners/management bodies of private buildings” and “Building management educational and publicity programmes”, which remained largely unchanged from 2017 to 2020; if yes, the details; if no, why not.

A(a)(ii) The estimated target for the indicator “Liaison with owners/management bodies of private buildings” was already adjusted upward by 18% from 60 000 in 2020 to 71 000 in 2021. Regarding the indicator “Building management educational and publicity programmes”, in view of the continuation of the COVID-19 pandemic and the possible impact of social distancing measures on the implementation of the programmes, an estimated target similar to that for previous years has been adopted. Going forward, HAD will review the targets and make adjustment where necessary.

Part 2: Support services for the formation of owners’ corporations

Q(b) Referring to paragraph 2.2 of the Audit Report about the provision of services under the Building Management Professional Advisory Service Scheme (“BMPASS”) of HAD, please advise the free advisory services provided under BMPASS for owners of targeted buildings before the successful formation of OCs; whether such free support services would reduce the incentive of owners to set up OCs; and whether there are any further mandatory measures that could be taken by the Administration to incentivize owners to set up OCs and enhance their compliance with the Building Management Ordinance (Cap. 344).

A(b) The advisory services provided under the BMPASS before formation of OCs include the following -

- (a) conducting household visits and contacting owners directly;
- (b) producing building management audit reports on common parts;
- (c) recruiting Resident Liaison Ambassadors (RLAs); and

(d) assisting in the formation of OCs or the reactivation of operation of OCs.

The advisory services provided before formation of OCs mainly serve to build up a liaison network and lay a foundation for formation of OCs, hence would not reduce the incentive of owners to form OCs.

While it has been our policy to encourage owners to organise themselves and form suitable residents' organisations, OC is not the only option, and there are other forms of residents' organisations (such as owners' committees). Owners can decide whether, and if so, which form of residents' organisation should be formed, having regard to their own needs, the buildings' conditions and the relevant terms of the Deeds of Mutual Covenant (DMC), etc. It may not be appropriate to introduce any mandatory measures for the formation of OCs.

Q(c) According to Note 13 to paragraph 2.2 of the Audit Report, the total contract cost for the three phases of BMPASS amounted to \$137 million. However, Table 3 in paragraph 2.10 of the Audit Report shows that up to March 2020, only 536 (14%) out of 3 820 buildings approached have formed/reactivated OCs under BMPASS since its inception in 2011. According to paragraph 2.15 of the Audit Report and paragraphs A4 and A19 of Annex to your reply dated 4 January 2021, the inherent problems of "three-nil" buildings had posed considerable hurdles to the two BMPASS contractors in assisting owners to form/reactivate OCs. Please explain/advise:

Q(c)(i) why the contract cost of BMPASS was increasing over the three phases while the number of buildings approached by the contractors remained steady during the period;

A(c)(i) The contract cost for each of the three phases of the BMPASS was about \$38 million (Phase 1), \$48 million (Phase 2) and \$51 million (Phase 3) respectively.

The increase in contract cost was primarily attributable to the enhanced scope of services to include recruitment of RLAs and procurement of third party risks insurance for OCs since Phase 2; and the increase in the number of target buildings by over 10% in Phase 3 (details set out in Table 5 of the Audit Report). The changes in the prevailing market price had also been reflected in the contract cost for each phase.

****Note by Clerk, PAC: See Appendix 32 of this Report for the reply dated 4 January 2021 from Director of Home Affairs.***

Q(c)(ii) whether HAD has conducted any review of BMPASS (including holding meetings with the contractors to understand the difficulties encountered by them when helping owners to form/reactivate OCs) before proceeding to the subsequent phases of the scheme or conducted any mid-term reviews to assess whether the objective and targets of BMPASS have been achieved; if yes, the ranks of the public officers chairing such meetings/reviews, the major deliberations of the meetings/review results, and the concrete actions/measures taken by HAD following the meetings/reviews; if no, why not;

Q(c)(iii) whether HAD had conducted any contractor performance reviews during the nine years of implementation of BMPASS; if yes, the review results; if no, why not;

A(c)(ii) In the wake of the building collapse incident at Ma Tau Wai Road in January 2010, the then Chief Executive announced in his 2010-11 Policy Address that the Government would implement a number of initiatives in enhancing building management. In this connection, funding for three years was approved for HAD to implement the BMPASS to provide assistance to owners of old buildings in forming OCs to improve building management and maintenance.

-(iii)

A review overseen and endorsed by directorate officers of HAD was conducted towards the end of both Phase 1 and Phase 2 of the BMPASS respectively, which noted that the Scheme had been conducive to assisting owners of old buildings to improve building management, and had been well-received by the community and owners of target buildings. Phase 2 was subsequently implemented in 2014 and Phase 3 in 2017 to sustain the Government's efforts in supporting owners of old buildings, particularly those of "three-nil" buildings.

Apart from the above reviews, HAD has put in place at operation level a host of monitoring measures to keep track of the performance of the BMPASS Contractors. Amongst other, the management team of HAD led by a directorate officer had been meeting the BMPASS contractors quarterly to monitor overall progress and to share experience and difficulties. HAD staff at both the headquarters and district levels also monitored the work progress and attended meetings of OCs/owners, performed office records audit, etc. Moreover, the performance

of the BMPASS Contractors was constantly reviewed and necessary action would be taken to ensure compliance with contract terms. For example, in 2018, HAD issued a warning letter to one of the BMPASS Contractors for failure to achieve some of the output targets by the date specified in the contract. The problem was subsequently rectified.

Q(c)(iv) why HAD still considered the achievement of BMPASS reasonable and the two contractors' performance satisfactory having regard to such a seemingly low success rate in forming/reactivating OCs, and whether HAD has reviewed the cost-effectiveness of BMPASS (including the commissioning of contractors) from the perspective of value for money; if yes, the review results; if no, how the Home Affairs Bureau ("HAB") has come up with the decision to regularize BMPASS. Please provide the justifications for regularizing the scheme with the support of statistical data where appropriate;

Q(c)(v) whether HAB considers it appropriate to regularize BMPASS before the inherent problems and practical difficulties with "three-nil" buildings could be fully addressed, and the concrete measures to be taken by HAB and HAD to tackle these problems and difficulties so as to increase the success rate of forming/reactivating OCs under BMPASS after its regularization; and

A(c)(iv) The BMPASS provided owners of old buildings with a series of support services on building management. Other than the formation/reactivation of OCs, the BMPASS Contractors also assisted in the recruitment of RLAs, the application for various loan and subsidy schemes for maintenance works, the procurement of third party risks insurance, etc. Hence, the success rate of forming/reactivating OCs should not be taken as the sole indicator for assessing the performance of the BMPASS. That said, HAB and HAD agree that there is room for improvements in the performance of the BMPASS in terms of the success rate for OC formation.

The inherent problems and practical difficulties associated with "three-nil" buildings (e.g. predominance of tenants, aged owners, multiple DMCs, etc.) suggest that the formation of OC has never been easy, and will be increasingly difficult for the remainder of such buildings after three phases of the BMPASS.

While the formation of OC is not the only option for “three-nil” buildings (see A(b) above), given the outcome of the past three phases of the BMPASS and the positive feedback from service users and other local personalities, HAB and HAD consider it advisable to regularise the BMPASS for the benefit of owners of “three-nil” buildings who wish to improve building management through OC formation as one of the options. In addition, even though OC formation is only one of the deliveries of the BMPASS, HAD will introduce measures to enhance the success rate for the regularised Scheme. For example, in view of the Audit recommendation (see paragraphs 2.33 and 2.34(a)), HAD will require the contractors to step up the recruitment of RLAs in order to increase the chance of OC formation. HAD will also invite tenderers to submit other innovative suggestions to encourage owners to form OCs.

Q(c)(vi) the latest progress of the regularization of BMPASS and the estimated contract price for the regularized BMPASS.

A(c)(vi) HAD is working on the details of the regularised BMPASS, taking into account the experience of the past three phases of the BMPASS, the Audit recommendations and the comments of the Public Accounts Committee. HAD aims to launch the regularised Scheme within this year. The contract price of the awarded tender will be published upon completion of the tender exercise.

Q(d) According to paragraph 2.6 of the Audit Report, the target buildings under BMPASS include buildings with OCs but the management committees of which were defunct or inactive. The “three-nil” buildings which might not be able to form OCs in accordance with the Building Management Ordinance (Cap. 344) should be excluded from the coverage of BMPASS. Please advise whether HAD would consider maintaining a proper database on the number of buildings eligible for BMPASS and other related statistics, so as to facilitate the resource planning and improve the effectiveness of BMPASS.

A(d) With a view to ascertaining the number of buildings with defunct or inactive management committees (MCs), HAD will develop guidelines to help DBMLTs identify buildings with MCs which are defunct or inactive (e.g. no meetings have been held for a prolonged period of time, no response to HAD’s enquiries or phone calls, etc.), and to remind DBMLTs to suitably record information about such MCs identified during their daily liaison and report the information to the headquarters

regularly. As for other types of buildings that cannot form OCs under the Building Management Ordinance (Cap. 344) (BMO) (e.g. those under single ownership or being town house development), HAD will require DBMLTs to regularly compile information on such buildings known to them in the course of their daily liaison work.

The above-mentioned measures will be implemented in the second quarter of 2021. They would facilitate resource planning for HAD's support services.

Q(e) Referring to Table 4 of paragraph 2.12 of the Audit Report about the large percentage of unsuccessful household visits conducted by a BMPASS contractor in District A (71% for Phase 2 and 81% for Phase 3), please advise:

Q(e)(i) whether HAD has identified the reasons for the low completion rate of household visits; if yes, the details; if no, why not; and whether the low completion rate of household visits is a contributing factor for the low success rate of forming/reactivating OCs under BMPASS; if yes, the follow-up actions taken by HAD to address the issue;

A(e)(i) To facilitate the conduct of household visits, at the start of each phase of the BMPASS, the BMPASS Contractors were required to distribute a letter to owners of target "three-nil" buildings and inform them of the relevant details of the Scheme, such as the objectives and the name of the BMPASS Contractors. The BMPASS Contractors would then conduct household visits after issuing the notification letter.

Based on our understanding from the BMPASS Contractors and our observations, common reasons for the low success rate of household visits include the unwillingness of occupants who were tenants to participate in building management, prevalence of vacant units (e.g. for buildings under acquisition) and aged owners who were not interested in forming OCs or were reluctant to answer the door when strangers called, etc.

To enhance the success rate of household visits, the BMPASS Contractors would be required to conduct another round of visits at different times of a day. The BMPASS Contractors would conduct further rounds of household visits where necessary, e.g. for buildings where the participation of just a few more owners would be sufficient for forming OCs.

Furthermore, the BMPASS Contractors were required to re-visit all buildings with low success rate nine months before expiry of the scheme. After the visits, an appeal letter would be issued to encourage households which did not answer the door to contact the BMPASS Contractors.

Q(e)(ii) the measures to be taken by HAD to increase the completion rate of household visits under the regularized BMPASS, and the action plan/tentative timetable and the estimated resources to be required for implementing such measures;

A(e)(ii) Having regard to the difficulties encountered during household visits in previous phases, HAD will explore other channels to reach out to owners of “three-nil” buildings. For example, consideration is being given to setting up mobile counters in the evening at the building entrance to approach owners/residents when they return home. Other incentives such as the distribution of souvenirs to households visited may also be adopted. Besides, HAD will also require tenderers for the regularised BMPASS to suggest innovative measures to enhance the success rate for the outreach work.

Q(e)(iii) how HAD verified the statistics on household visits provided by the BMPASS contractors; and

Q(e)(iv) how HAD monitored the work of BMPASS contractors to ensure that they had conducted door-to-door household visits to all target buildings.

A(e)(iii) The BMPASS contractors were required to provide HAD with the schedules of household visits. The relevant District Offices would conduct bi-monthly record checks, including the records on household visits and staff attendance. Besides, the progress of household visits would also be reported at the quarterly review meetings with HAD’s management at headquarters’ level.

Q(f) Referring to paragraphs 2.17 and 2.18 of the Audit Report about the persistent over-achievement in the output targets set for the three phases of BMPASS, please advise how the level of such targets for each phase was determined, and whether HAD would re-adjust these targets for the regularized BMPASS to better reflect the contractors' performance and the extent to which BMPASS has achieved its objective; if yes, details of the revised targets; if no, why not.

A(f) Various targets were set for the BMPASS Contractors under the respective contracts, namely-

- (a) number of OCs formed/reactivated;
- (b) number of RLAs recruited;
- (c) number of OCs applying for loan/subsidy;
- (d) number of OCs engaging consultants/contactors; and
- (e) number of OCs procuring third party risks insurance.

As mentioned in our previous reply, HAD had adopted a prudent approach in setting the target for the formation/reactivation of OCs given the inherent problems of “three-nil” buildings. The relevant target had already been adjusted upward for Phase 3 in light of the experience of the past two phases.

As HAD intended to require the BMPASS Contractors to recruit at least one RLA for each target building under Phases 2 and 3 (the recruitment of RLAs was not a contract requirement for Phase 1), the target for RLA recruitment corresponded to the number of target buildings. On the other hand, given that services relating to applying for loan/subsidy, engaging consultants/ contactors and procuring third party risks insurance would only be applicable to buildings with OCs successfully formed/activated, the relevant targets were set with reference to the targets for number of OCs formed/reactivated.

HAD agrees that there is room for adjusting the targets upward, and will take this into account in developing the details of the regularised Scheme. One possibility is to set higher targets to be met within a shorter period. The revised targets will be set out in the tender documents.

Q(g) Referring to paragraph 2.22 of the Audit Report about the users' satisfaction surveys conducted for the three phases of BMPASS, please provide/advise:

Q(g)(i) the reasons for the overall decrease of 56% in the number of survey questionnaires distributed, the distribution method and a sample of the questionnaire;

A(g)(i) To gauge opinions of service users, HAD issued questionnaires to RLAs (if recruited), representatives of OCs (if formed) or, in the absence of RLAs and OCs, owners/residents of individual flats of the target buildings through different means, including distributing the questionnaires in person during visits and depositing the questionnaires into the letter boxes. The survey was conducted twice in each phase of the BMPASS. The number of questionnaires distributed in Phase 1, Phase 2 and Phase 3 was 32 434, 17 601 and 14 349 respectively. As the number of RLAs recruited and OCs formed increased as the BMPASS progressed, the need for distributing the questionnaires to individual owners/residents reduced, hence the decreasing number of questionnaires distributed. A sample of the questionnaire is at [Appendix A](#).

Q(g)(ii) the measures/follow-up actions to be taken by HAD in respect of the decreasing number of survey questionnaires distributed and low response rate of the survey, as well as the manpower and resources to be deployed for taking such measures/follow-up actions; and

Q(g)(iii) whether HAD would explore other more effective ways to gauge users' views; if yes, the details and timetable; if no, why not.

A(g)(ii) HAD is exploring measures to gauge users' feedback more effectively in order to enhance service evaluation. Some of the measures being considered include engaging professional polling firms to conduct opinion surveys, designing different sets of questionnaire for different target groups (e.g. service users, RLAs, residents not interested in using the service) and adopting other means of collecting feedback (e.g. conducting telephone interviews), etc. HAD also plans to invite tenderers to propose measures to step up publicity and encourage users' feedback. The enhanced measures will be implemented under the regularised Scheme.

Q(h) Referring to Table 8 in paragraph 2.33 of the Audit Report on the results of the RLA Scheme, please provide/advise:

Q(h)(i) the reasons for the drop in the number of RLAs recruited from its peak in 2017 to 2019 by 59%, and in the total number of OCs formed from its peak in 2018 to 2019 by 44%; and

A(h)(i) As mentioned in Note 23 of the Audit Report, the fluctuation in number of RLAs recruited was associated with the commencement of each phase of the BMPASS. Upon the commencement of each phase of the BMPASS (e.g. in 2017 for Phase 3), the BMPASS Contractors would conduct household visits and recruit RLAs as a first step. It follows that there would be a higher number of RLAs recruited in that particular year. While the BMPASS Contractors would continue to recruit RLAs in subsequent years, the number of RLAs recruited would naturally decrease.

As for the number of OCs formed, the figure covers OCs formed by owners' initiative or through HAD's support services such as the BMPASS. It is observed that the number maintained more or less within the range of 200 to 250 over the years. While the number of OCs formed each year might fluctuate due to various reasons and HAD does not have information about the reason for the decrease in 2019, it might in part be due to the social incidents that occurred in the second half of 2019.

Q(h)(ii) the statistics of 2020 on the items shown in Table 8.

A(h)(ii) The requested statistics for 2020 are at **Appendix B**.

Q(i) With reference to paragraph A10 of Annex to your letter dated 4 January 2021, please elaborate on the measures to step up efforts in recruiting RLAs and enhance publicity of the RLA Scheme, and provide a timetable for implementing the measures.

A(i) Taking into account Audit recommendations, HAD will actively explore measures to further publicise the RLA Scheme and recruit more RLAs. To promote the recruitment of RLAs, a set of newly designed poster and application form was produced in January 2021. In addition to distributing the new forms to owners/residents through our daily liaison,

***Note by Clerk, PAC: See Appendix 32 of this Report for the reply dated 4 January 2021 from Director of Home Affairs.**

the forms will also be made available on other occasions, e.g. when one-off cleaning service is provided to “three-nil” buildings to demonstrate good building management.

Furthermore, HAD will set a higher RLA recruitment target for the future BMPASS Contractors in the regularised Scheme, such that there will be at least two RLAs for each “three-nil” building. We also plan to require the BMPASS Contractors to organise training for RLAs to strengthen their knowledge and role in building management. We are working on the details of the regularised Scheme with a view to launching it within this year.

Part 3: Support services on other building management matters

Q(j) With reference to Figure 1 in paragraph 3.3 and Table 9 in paragraph 3.13 of the Audit Report, please explain why the number of private buildings visited by District Building Management Liaison Teams (“DBMLTs”) decreased by 13% from 2016 to 2019 while the staff establishment and expenditure of Liaison Officers (“LOs”) in DBMLTs increased by 20% from 2015-2016 to 2019-2020; whether there were any other extra duties performed by LOs or new services provided by DBMLTs during the period; if yes, the details and relevant statistics on the provision of such services by DBMLTs; and the current staff establishment and strength of the LO grade and the distribution of duties among different ranks of the LO grade.

A(j) As mentioned in A(a) above, to better reflect the work of HAD in building management, the indicators “Visits to buildings with OCS/MACs/owners’ committees/residents’ organisations” and “Visits to buildings without any form of management” in HAD’s Controlling Officer’s Reports were replaced in 2017 by a new indicator “Liaison with owners/management bodies of private buildings”. With the revision of the indicators in 2017, physical visit was no longer regarded as the only means of performing building management liaison work.

In fact, there has been an increase in the number of liaison over the years, from 57 926 in 2017 to 77 094 in 2020, representing an overall increase of 33%. Moreover, LOs were heavily engaged in providing/ promoting new services launched by HAD in the past few years, such as Pre-Meeting Advisory Service for Owners’ Corporations, Building Management Dispute Resolution Scheme, Owners’ Corporations Advisory Services Scheme, Central Platform on Building Management and Free Outreach Legal Advice Service on Building Management, as

well as promoting the revised Code of Practice (CoP) issued under the BMO, the Best Practices on Building Management and the Checklist on Procedural Propriety on Building Management, etc.

Currently, there are 145 liaison officers (LOs) engaged in building management duties. The general distribution of duties among different ranks of LOs engaged in building management duties is at Appendix C.

Q(k) Referring to Case 1 in paragraph 3.18 of the Audit Report about the repeated failures to visit a private building by a DBMLT between 2015 and 2019, please explain the repeated unsuccessful visits in this case and advise the follow-up actions taken by HAD against the DBMLT concerned as well as the mechanism in place to monitor the performance of DBMLTs, including imposing penalty on persistently under-performing DBMLTs.

A(k) DBMLTs may experience difficulties at times in reaching out to the target buildings prior to the visits, particularly where the MCs are defunct or inactive, hence repeated visits may occur. HAD agrees that there is room for improvement in conducting visits.

HAD has looked into Case 1 and approached the officers involved in the Case. While one subject officer has resigned from office, another subject officer has been reminded of the appropriate procedures for conducting visits. Taking into account Audit's comments, HAD also issued guidelines in February 2021 to DBMLTs on the procedures for conducting visits. Under the guidelines, LOs in DBMLTs are required to complete a report for each visit conducted and submit it for endorsement by his/her supervisor, who will take this into account in assessing the LOs' performance. The visit report has to follow prescribed format to facilitate monitoring and proper recording keeping. Moreover, as mentioned in A(d) above, HAD will issue guidelines to help DBMLTs identify buildings with defunct/inactive MCs. This would also help improve the effectiveness of visits.

Q(l) Referring to Table 11 in paragraph 3.21 of the Audit Report about the training on building management for LOs, please explain/advise:

Q(l)(i) why the total number of training hours of LOs had increased by 45% from 96 hours in 2015-2016 to 139 hours in 2019-2020 while the total number of attendees had decreased by 14% from 329 to 282 in the same period;

A(I)(i) The number of training hours and attendees may vary each year depending on the nature of training programmes organised. For example, with respect to mediation training, HAD organised in 2015-16 a 2.5-hour briefing on Pilot Scheme on Free Mediation Service for Building Management with an attendance of 42 LOs; while in 2019-20, HAD organised a 40-hour General Mediator Training Course for Building Management with attendance of 24 LOs owing to constraint in class size. Moreover, we used to organise four sessions of Study of Court Cases on Building Management (the workshop) every year, which was attended by about 30 to 70 LOs for each session. However, in 2019-20, only two sessions of the workshop could be organised owing to the social incidents and the COIVD-19 outbreak.

Q(I)(ii) whether there are any compulsory training programmes provided for LOs; if yes, the details; if no, how HAD could ensure that LOs are equipped with sufficient and latest knowledge and skills required for their duties; and

A(I)(ii) To equip LOs with the necessary knowledge in discharging their building management duties, HAD has been providing training programmes and briefing sessions to them on a regular and need basis. For newly recruited LOs, HAD provides induction courses on the principles and practices of building management. For example, induction training on building management was provided to 53 LOs in 2018-19. Similar training will be provided to newly-recruited LOs reporting duty in 2021-22.

For more experienced LOs, HAD organises workshops and theme-talks on the provisions of the BMO and judgments of related court cases. A tertiary institute has also been engaged to provide 39-hour training course for LOs responsible for building management duties, with a focus on the legal aspect of multi-storey building management such as the land system in Hong Kong, BMO provisions and its interface with DMC, disputes resolution, etc. From 2015-16 to 2019-20, over 120 LOs attended the training on legal aspect of multi-storey building management. HAD will continue to provide LOs with adequate training having regard to the need and resources.

Q(I)(iii) whether there is a mechanism put in place by HAD to evaluate the professional competencies of LOs on a regular basis; if yes, the details; if no, whether HAD would consider developing an assessment system/tool for this purpose.

A(I)(iii) LOs are departmental grade officers of HAD responsible for planning and carrying out different initiatives/activities at the territory and district level to achieve the HAD's goals in serving the community. Besides building management, the major job functions of the LO grade cover community building and networking, rural affairs, etc. LOs will be posted to take up various duties in different districts. The maintenance of effective network in the community and promotion of good building management are complimentary to each other. The experience gained in different exposures is also conducive to the effective delivery of their duties in building management. There is an established mechanism to evaluate the required core competencies of LOs through the annual appraisal system.

Q(m) With reference to Table 12 in paragraph 3.22 of the Audit Report, please advise whether HAD would consider providing dedicated training courses on some of the new services launched, including pre-meeting advisory service for OCs, building management dispute resolution service and free outreach legal advice service on building management; if yes, the related arrangement; if no, why not.

A(m) The three services mentioned (i.e. Pre-meeting Advisory Service for OCs, Building Management Dispute Resolution Service and Free Outreach Legal Advice Service on Building Management) either concern compliance with the BMO and CoP or legal services provided by the external professional bodies and professionals. Relevant training covering these services, among others, have been provided on an on-going basis through the training courses on building management for LOs. All support services have also been introduced in the induction training for all newly appointed officers.

Besides, HAD is updating the Operational Manual on Building Management for Liaison Officers, and will include those services in the updated Manual.

Q(n) Referring to paragraph 3.41 of the Audit Report on the low attendance rates of the LEAD/Advanced LEAD Programmes provided for office-bearers of OCs between 2015 and 2019, please advise the measures taken/to be taken by HAD to increase the attendance rates of the two programmes.

A(n) As shown in Table 14 of the Audit Report, 88% and 87% of the attendees for the LEAD Programme and Advanced LEAD Programme respectively had an attendance rate of over 70%. Considering that the attendees of the two programmes were mostly MC members serving on a voluntary basis, HAD considers the attendance rate satisfactory. That said, to further increase the attendance rate, we will explore measures such as the provision of online learning to better serve the needs of attendees. We will also adopt the Audit recommendation to set the possession of a Statement of Attendance in the LEAD Programme as a prerequisite for enrolling in the Advanced LEAD Programme.

Q(o) With reference to paragraph A2 of Annex to your letter dated 13 January 2021 regarding the actions initiated by the Administration to resolve issues relating to building safety, fire safety or environmental hygiene of “three-nil” buildings, please advise whether HAD has any role to play in these matters.

A(o) While different B/Ds in charge of the respective policy portfolio (e.g. building and fire safety) would take enforcement actions in accordance with relevant legislation and provide various financial subsidies/technical assistance, HAD will closely work with the B/Ds concerned and play a supportive/ facilitating role for owners by helping them form OCs or other forms of owners’ organisations, and apply for relevant support services.

As regards environmental hygiene, to demonstrate good building management, HAD has been providing one-off cleaning service to old buildings in need, including “three-nil” buildings, having regard to actual circumstances. From 1 December 2019 to 28 February 2021, around 4 900 times of cleaning service had been provided to over 2 300 “three-nil” buildings. As the pandemic persists, some buildings (including “three-nil” buildings) have reported confirmed cases or been subject to compulsory testing. HAD has since 25 January 2021 been providing one-off enhanced cleaning service to buildings in need. As at 28 February 2021, HAD provided enhanced cleaning service to over 220 buildings (including 80 “three-nil” buildings).

***Note by Clerk, PAC: See Appendix 33 of this Report for the reply dated 13 January 2021 from Director of Home Affairs.**

Part 4: Other administrative matters

Q(p) Referring to Table 16 in paragraph 4.6 of the Audit Report showing the achievement on the target number of liaisons by seven District Offices (“DOs”) from 2017 to 2019, please explain the great variance in the percentages of achievement among the seven DOs, which ranged from 8.0% for DO C in 2019 to 99.1% for DO H in 2017; and the follow-up actions/improvement measures taken/to be taken by HAD against those DOs with persistently low rates of achievement on the target throughout the period.

A(p) As mentioned in A(a) above, HAD has adopted the performance indicator “liaison with owners/management bodies of private buildings” since 2017 in recognition of technological advancement and to better reflect the work of HAD in building management. Due to the diverse modes of service delivery (face-to-face meetings, correspondence exchanges, telephone communication, instant messaging, etc.), individual DBMLTs may have experienced difficulties in fully documenting their work. Since the total number of liaison conducted is compiled on the basis of relevant information kept in the liaison records, such failure to record liaison work done by individual BMLTs would be taken as failure in achieving the liaison target. HAD agrees that there is room for improvements. In this connection, HAD issued guidelines to DBMLTs in February 2021 on proper record keeping and enhanced monitoring mechanism to ensure that the target number of liaisons would be met.

Specifically, DBMLTs are required to keep a copy of every written liaison on file. For liaison conducted by non-written means (e.g. visits or telephone calls), the liaison work done should be recorded in the templates provided and filed accordingly. The guidelines also require District Officers to assign an officer not lower than the rank of Senior Liaison Officer to conduct regular random inspection to ensure the maintenance of proper records on the liaison conducted. District Officers are also reminded to monitor the progress closely to ensure that the annual targets are met. HAD headquarters will review the liaison conducted by DBMLTs on a quarterly basis and will require respective District Officers to provide explanation for any failure to achieve the targets.

Q(q) With reference to paragraphs 4.21 and 4.22 of the Audit Report, please advise apart from the Operational Manual for LOs, the monitoring efforts that could be made by HAD to ensure the proper input and timely update of data in the Building Management Information System by LOs.

A(q) Under the guidelines to DBMLTs in February 2021, LOs are required to complete a standard report after their liaison work. They need to indicate in the report whether updates to the Database of Private Buildings in Hong Kong (database) are required. Besides, to enhance the accuracy of the database, HAD plans to obtain relevant information (e.g. “year built”) from the B/Ds concerned for cross-checking the information contained in the database.

**Home Affairs Bureau
Home Affairs Department
March 2021**

**Building Management Professional Advisory Service Scheme Phase 3
Users' Satisfaction Survey**

Area : _____
District (if applicable) : _____

Part I: Service Performance of the Property Management Company

	Very Satisfied	Satisfied	Fair	Dissatisfied	Very Dissatisfied	For Official Use
A. Satisfaction with the following services						
<i>Please circle the rating selected</i>						
1. Company staff (including property management and works staff)						
Appearance and politeness	5	4	3	2	1	<input type="checkbox"/>
Work attitude	5	4	3	2	1	<input type="checkbox"/>
Efficiency	5	4	3	2	1	<input type="checkbox"/>
Professional knowledge	5	4	3	2	1	<input type="checkbox"/>
Handling of enquiries and complaints	5	4	3	2	1	<input type="checkbox"/>
2. Arrangements for household visits	5	4	3	2	1	<input type="checkbox"/>
3. Arrangements for owners' meetings						
Communication with the chairman and members of the OCs and owners	5	4	3	2	1	<input type="checkbox"/>
Preparation of agendas	5	4	3	2	1	<input type="checkbox"/>
Secretarial support	5	4	3	2	1	<input type="checkbox"/>
Professional advice	5	4	3	2	1	<input type="checkbox"/>
Follow-ups	5	4	3	2	1	<input type="checkbox"/>
4. Arrangements for building maintenance works						
Assistance in application for funding schemes	5	4	3	2	1	<input type="checkbox"/>
Knowledge about repair orders	5	4	3	2	1	<input type="checkbox"/>
Communication with government departments	5	4	3	2	1	<input type="checkbox"/>
Assistance in arrangements for works (e.g. convening general meetings of OC, determining works items and costs, engaging Authorised Persons/maintenance contractors through newspaper advertisements, drawing up tenders, etc.)	5	4	3	2	1	<input type="checkbox"/>

	Very Satisfied	Satisfied	Fair	Dissatisfied	Very Dissatisfied	For Official Use
	5	4	3	2	1	<input type="checkbox"/>
5. Advice on monitoring progress and charges of maintenance works	5	4	3	2	1	<input type="checkbox"/>
6. Hotline service	5	4	3	2	1	<input type="checkbox"/>
B. Overall Satisfaction	Very Satisfied	Satisfied	Fair	Dissatisfied	Very Dissatisfied	For Official Use
Overall level of satisfaction with the building management professional advisory services of [name of company]	5	4	3	2	1	<input type="checkbox"/>

Part II: Implementation of the Building Management Professional Advisory Service Scheme Phase 3

	Very Satisfied	Satisfied	Fair	Dissatisfied	Very Dissatisfied	For Official Use
A. Publicity of the Scheme	5	4	3	2	1	<input type="checkbox"/>
B. Has the Scheme helped in the formation of OC and promotion of building management and maintenance?	<input type="checkbox"/> Yes		<input type="checkbox"/> No			

Part III: Other Comments

Contact Information

Name of Owner/Resident: _____

Name of owners'/residents' organization/

Resident Liaison Ambassador (if applicable): _____

Address: _____

Contact telephone number: _____

Personal data collected in the Survey will only be used for the purpose of the Scheme and related services.

Thank you

Table 8
Results of the RLA Scheme
(2015 to 2020)

Item	2015	2016	2017	2018	2019	2020
No. of RLAs recruited in the year (a)	566	319	1,054	439	431	224
Cumulative no. of RLAs since 2011						
Incumbent RLAs (b)	1,769	1,989	2,875	2,865	2,759	2,188
Former RLAs (c)	437	536	704	943	1,131	1,177
Total no. of RLAs recruited (d) = (b)+(c)	2,206	2,525	3,579	3,808	3,890	3,365
No. of “three-nil” buildings aged 30 years or above (e)	N.A. (Note)	4,686	4,502	4,305	4,203	4,055
No. of buildings with incumbent RLAs (f)	982	1,032	1,391	1,493	1,300	1,125
Buildings with incumbent RLAs as a percentage of no. of “three-nil” buildings aged 30 years or above (g) = (f) ÷ (e) × 100%	N.A.	22%	31%	35%	31%	28%
Total no. of OCs formed (h)	223	200	222	236	132	83
No. of OCs formed through the RLA Scheme (i)	74	46	57	108	87	29
OCs formed through the RLA Scheme as a percentage of total no. of OCs formed (j) = (i) ÷ (h) × 100%	33%	23%	26%	46%	66%	35%

Note: According to HAD, the number for 2015 was not available because HAD’s database on private buildings underwent an enhancement in 2016, and information prior to the enhancement could not be traced.

Appendix C

General distribution of duties in Building Management among different ranks of the Liaison Officer (LO) grade in Headquarters (HQs) and District Building Management Liaison Teams (DBMLTs)

Principal Liaison Officer (HQs)

- To plan and oversee the implementation of new and ongoing support services, as well as educational and publicity initiatives on building management
- To give guidance and advice on complicated complaints and enquiries on building management

Chief Liaison Officer (HQs)

- To assist in planning and overseeing the implementation of new and ongoing support services, as well as educational and publicity initiatives on building management
- To handle complicated complaints and enquiries on building management

Senior Liaison Officer (DBMLTs)

- To oversee the operation of the District Building Management Liaison Team
- To give guidance and advice to LOIs and LOIIs in handling of building management matters
- To handle persistent and complicated complaints
- To assist in and monitor the implementation of various new building management initiatives at district level

Liaison Officer I (DBMLTs)

- To oversee building management issues of designated areas
- To oversee the provision of support services to owners and owners' corporations (OCs) in designated areas
- To compile regular returns on building management services
- To supervise and provide on-the-job training to LOIIs on building management

Liaison Officer II (DBMLTs)

- To provide support services (such as assistance to form OCs, attend meetings of OCs and handling complaints) to owners and OCs of designated areas
 - To organise publicity and educational programmes on building management
 - To assist in the preparation of building management returns
 - To update building information in the Building Management Information System
 - To supervise and provide on-the-job training to part-time community organizers on building management
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