

立法會
Legislative Council

LC Paper No. CB(1)836/06-07(07)

Ref : CB1/PL/HG

Panel on Housing
Meeting on 5 February 2007

Background brief
on Total Maintenance Scheme for
Public Rental Housing Estates

Purpose

This paper provides background information on the Total Maintenance Scheme (TMS) implemented by the Housing Authority (HA) and summarizes major discussion on related issues by members at the meeting of the Panel on Housing on 7 November 2005.

Background

2. It is one of the HA's corporate objectives to manage and maintain its public housing estates with a view to maximizing their economic life and contribution. HA considers it necessary to work out a total approach to improve maintenance services in its public housing estates. In addition, there is a need to foster a service-oriented culture among the staff and all service providers to meet the rising expectations of the Public Rental Housing (PRH) tenants. Against this background, HA developed TMS in 2005 with the objective of providing comprehensive, customer-oriented maintenance service featuring proactive in-flat inspection and enhanced services upon tenants' requests for repairs.

3. HA envisages that implementation TMS would achieve positive results in the following areas:

- (a) higher level of tenants' satisfaction;
- (b) better quality and effectiveness of repair and maintenance works;
- (c) lower operation costs through reduction of bureaucratic procedures and work processes to eliminate repeated occurrence of maintenance problems;

- (d) enhanced staff morale and self esteem with greater confidence in dealing with problems and complaints; and
- (e) enhanced corporate image for HA.

Initiatives and implementation of TMS

4. TMS adopts a three-pronged approach for maintenance of PRH units. The details are explained in the ensuing paragraphs.

Proactive and comprehensive approach to identify maintenance problems

5. Initiatives under this approach include the appointment of In-flat Inspection Ambassadors to provide one-stop service for inside flat inspection and repairs and educate tenants on home caring and maintenance issues. Dedicated Task Force with expert knowledge will be set up to handle major maintenance issues such as cantilevered structures and building services which require prompt and comprehensive action to be taken. Multi-disciplinary Teams with professional support will be established to conduct comprehensive review on the improvement needs of older housing estates. Recommended improvement works will be implemented under the Estate Improvement Programme for enhancement of the living environment of estates. In addition, a flat-to-flat maintenance database will be set up to record the maintenance history providing useful information for future research and development.

Prompt response to emergencies and tenants' requests for repairs

6. The Housing Department (HD) will implement the following initiatives to deliver quality housing service meeting tenants' expectations:

- (a) Maintenance hotline will be set up to provide one-stop service for tenants from receiving complaints and requests to clearing of complaint cases with tenants;
- (b) Customer Service Co-ordinators at senior professional grade will be appointed to collate inputs from relevant offices, handle the issue from the tenants' prospective and report accurately to senior management for consideration in addressing the public's concern; and
- (c) Management and monitoring of HA's Property Service Agents and Maintenance Contractors will be further enhanced to ensure delivery of quality services to tenants.

Enhanced promotional and educational programmes

7. HD will work out a comprehensive promotional and educational plan to promote TMS in order to win the support of tenants and the general public.

Customer services seminars will be arranged for professional and technical staff to instill a sense of quality and commitment to customer service.

8. In October 2005, HA endorsed the implementation of TMS over a five-year period with a total expenditure of \$6.3 billion.

Major concerns and views expressed by Members

9. The Panel on Housing was briefed on TMS at the meeting on 7 November 2005. While members welcomed the various initiatives under TMS, they raised enquiries about the criteria in determining the priority for PRH estates to be inspected under the scheme and the circumstances under which tenants were required to bear the repair costs. The Administration replied that priority for inspection would be mainly determined by the age of PRH estates. It was expected that in-flat inspection would be carried out for 30 estates every year so that all PRH estates would be inspected in five years. As regards the repair costs, the Administration advised that costs of repair for structural defects and those arising from normal wear and tear would be borne by HD. However, tenants would be responsible for rectifying defects caused by themselves, such as broken glasses, tiles and toilets. On the other hand, members highlighted the need for HA to enhance monitoring of the performance of its outsourced contractors to ensure their quality of services and consider reviewing the internal layout of flats in aged estates to improve the living condition of tenants, as well as installing lifts or escalators for estates located in hillside areas to facilitate easy access. The minutes of the Panel meeting is hyperlinked in the **Appendix**.

10. Members have all along been concerned about issues related to maintenance of aged public housing estates. Three related questions were raised at Council meetings in 2004 and 2005. The details are hyperlinked in the **Appendix**.

Latest developments

11. TMS was launched in January 2006 and has been rolled out to 17 PRH estates. According to HA, TMS is well received by PRH tenants. The Administration will brief the Panel on Housing on the progress of TMS at the meeting to be held on 5 February 2007.

References

12. The relevant papers relating to the subject with their hyperlinks are in the **Appendix**.

Total Maintenance Scheme for Public Rental Housing Estates

List of relevant papers

Council/Committee	Date of meeting	Paper
Council Meeting	19 May 2004	Hon Fung Kin-kee raised a question on Comprehensive Building Rehabilitation Programme for Old Public Housing Estates (Hansard P.25) http://www.legco.gov.hk/yr03-04/english/counmtg/hansard/cm0519ti-translate-e.pdf
Housing Panel	7 November 2005	Administration's paper on Total Maintenance Scheme for Public Rental Estates (LC Paper No. CB(1)212/05-06(03)) http://www.legco.gov.hk/yr05-06/english/panels/hg/papers/hg1107cb1-212-3-e.pdf Presentation materials on Total Maintenance Scheme for Public Rental Estates (LC Paper No. CB(1)239/05-06(01)) (Chinese version only) http://www.legco.gov.hk/yr05-06/chinese/panels/hg/papers/hg1107cb1-239-1-c.pdf Minutes of the meeting (LC Paper No. CB(1)400/05-06) http://www.legco.gov.hk/yr05-06/english/panels/hg/minutes/hg051107.pdf
Council Meeting	9 November 2005	Dr Hon Joseph LEE Kok-long raised a question on Provision of Escalators or Lifts in Old Public Housing Estates (Hansard P.70) http://www.legco.gov.hk/yr05-06/english/counmtg/hansard/cm1109ti-translate-e.pdf
Council Meeting	14 December 2005	Hon LEUNG Yiu-chung raised a question on Total Maintenance Scheme (Hansard P.101) http://www.legco.gov.hk/yr05-06/english/counmtg/hansard/cm1214ti-translate-e.pdf

Council/Committee	Date of meeting	Paper
Press Release	14 January 2006	Press Release by the Housing Authority http://www.info.gov.hk/gia/general/200601/14/P200601140184.htm
Press Release	25 December 2006	Press Release by the Housing Authority http://www.info.gov.hk/gia/general/200612/25/P200612220244.htm

Council Business Division 1
Legislative Council Secretariat
30 January 2007