

立法會
Legislative Council

LC Paper No. CB(1) 2099/09-10(05)

Ref. : CB1/PL/HG

Panel on Housing

Meeting on 7 June 2010

**Updated background brief on Total Maintenance Scheme
(As at 1 June 2010)**

Purpose

This paper set out the development of the Total Maintenance Scheme, and gives a brief account of the views and concerns expressed by the Panel on Housing (the Panel).

Background

2. The Housing Authority (HA) is responsible for managing and maintaining its assets with a view to maximizing their performance and economic life. While the common and external areas in public rental housing (PRH) estates are properly maintained, there is room for improvement in the standard of maintenance within the flats. In 2006, HA launched the Total Management Scheme (TMS), which aims at providing comprehensive, customer-oriented maintenance service featuring proactive in-flat inspection and enhanced services upon tenants' requests for repairs.

Total Management Scheme

3. TMS adopts the following three-pronged approach –
- (a) A proactive and comprehensive approach to identify maintenance problems;
 - (b) Prompt response to emergencies and tenants' requests for repairs; and
 - (c) Enhanced promotional and educational programmes.

4. Key features of TMS include -

- (a) In-flat Inspection Ambassadors (IIAs) – to provide one-stop service for inside flat inspection and repairs, educate tenants on home care and maintenance issues, record the maintenance conditions through flat-to-flat inspections, and build up a communication network with tenants;
- (b) Dedicated Task Forces –to handle major maintenance items, including works under the Comprehensive Structural Investigation Programme (CSIP), in a expeditious and coordinated manner;
- (c) Estate Improvement Programme – to carry out comprehensive structural investigation for PRH estates aged about 40 years or above under CSIP. Necessary works will be undertaken to enhance the condition of blocks or estates which are structurally safe but require repair;
- (d) Total Maintenance Scheme System – a computerized system to facilitate the effective management of in-flat inspection records, issuing and processing of works orders and scheduling of inspection and repair works appointments;
- (e) Maintenance Hotline – to enable tenants to make inspection appointments, enquire about the progress of repair works, put forward maintenance requests and lodge complaints;
- (f) Proactive public relations management – to strengthen communication with tenants with wider use of the HA Channel to ensure that policies and issues affecting the tenants are widely publicized. A TMS website has been set up to allow tenants to make enquiries on the one hand, and HA to gauge the tenants' views on maintenance services on the other; and
- (g) Publicity and Tenants Education Programme – to promote TMS through various means of publicity, including pamphlets, posters, and road shows, with a view to win the support of the tenants and the general public.

It is expected that in-flat inspection for 30 estates can be carried out each year so that all PRH flats will be inspected over a period of five years. The expenditure for the maintenance and repair works under TMS would be about \$1,257 million per annum, totalling about \$6,300 million over the five-year period.

Overall progress and way forward

5. As at November 2008, HA has completed in-flat inspection for 66 estates. Of these, inspection and repair service for 33 estates, involving about 118 200 works orders and 262 620 works items, have been completed. The average estimated work cost per works ranges from \$1,300 to \$1,800 with an accumulated expenditure of around \$222 million.

6. Building on the foundation of TMS, consideration is being given to developing in-flat inspection/repair into a regular programme using the TMS IIA model upon completion of the current first cycle of TMS programme, with

- (a) thorough inspection/repair every 10 years for estates aged 20 and above; and
- (b) general inspection/repair every five years for estates aged 10 and above.

HA will also consider progressively adopting the TMS model for carrying out day-to-day responsive in-flat maintenance services upon tenants' requests.

Deliberations by the Panel

7. The progress of implementation of TMS was discussed by the Panel at its meetings on 5 February 2007, 8 April 2008 and 5 January 2009.

8. While acknowledging that TMS was generally well received by tenants, some members expressed concern on how HA could prevent the recurrence of problems encountered in previous maintenance schemes, such as disputes and poor performance of works contractors etc, under TMS. To ensure quality of works of outside contractors, members stressed the importance of putting in place a sound quality control system. Consideration should also be given to reviewing HA's practice of awarding the contracts to the lowest bidder lest this would inevitably compromise the quality of works. To minimize the nuisance to the tenants during maintenance works, efforts should be made to coordinate the works among different contractors and sub-contractors with a view to completing the works in a flat within the same day. Temporary rehousing should be considered for residents affected by large-scale in-flat repairs/maintenance works. Transfer to other housing units should be provided for tenants whose flats were in extremely poor condition.

9. Some members enquired about the criteria for determining which elements or service installations should be repaired or replaced. Given that the repair/maintenance works for certain items, such as sinks, metal gates, main/toilet doors and their frames, were not covered under TMS, they urged HD to include these items as standard fittings so that repair/maintenance works could be carried out on a regular basis rather than on a case-by-case basis at tenants' requests. Questions were

also raised on the adequacy of IIAs recruited under TMS to carry out in-flat inspections, cost implications associated with the development of computer systems for TMS, whether old estates scheduled for demolition within the next five years would be covered by TMS, and the reason why only some \$222 million out of the annual expenditure of \$1,257 million under TMS had been used since its implementation in February 2006.

10. The Panel generally considered that HA should make use of TMS to promote greening and environmental protection initiatives, such as green rooftops and energy conservation, in PRH estates. Barrier-free access and appropriate facilities in common areas and inside individual flats should also be provided to cater for the needs of disabled and elderly residents. Facilities, such as ramps and railings, should be provided in estates with high proportion of elderly residents. Wherever possible, consideration should be given to providing lifts or escalators in some old estates.

Latest development

11. The Administration proposes to brief members on the progress of TMS at the Panel meeting on 7 June 2010.

Relevant papers

Information paper provided by the Administration for the Housing Panel meeting on 5 February 2007

<http://www.legco.gov.hk/yr06-07/english/panels/hg/papers/hg0205cb1-836-6-e.pdf>

Minutes of the Housing Panel meeting on 5 February 2007

<http://www.legco.gov.hk/yr06-07/english/panels/hg/minutes/hg070205.pdf>

Information paper provided by the Administration for the Housing Panel meeting on 8 April 2008

<http://www.legco.gov.hk/yr07-08/english/panels/hg/papers/hg0408cb1-1161-3-e.pdf>

Minutes of the Housing Panel meeting on 8 April 2008

<http://www.legco.gov.hk/yr07-08/english/panels/hg/minutes/hg080408.pdf>

Information paper provided by the Administration for the Housing Panel meeting on 5 January 2009

<http://www.legco.gov.hk/yr08-09/english/panels/hg/papers/hg0105cb1-490-3-e.pdf>

Minutes of the Housing Panel meeting on 5 January 2009

<http://www.legco.gov.hk/yr08-09/english/panels/hg/minutes/hg20090105.pdf>