

**For discussion
on 6 June 2016**

Legislative Council Panel on Housing

Progress of Total Maintenance Scheme

Purpose

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

Background

2. In early 2006, HA launched a five-year TMS to proactively inspect the in-flat conditions of the rental units of PRH estates and Tenants Purchase Scheme estates aged ten years or above and to provide comprehensive repair services. The objectives of the TMS are to enhance the customer-oriented maintenance services so as to meet the rising expectation of the tenants, and to improve the economic efficiency as well as lengthen the lifespan of HA's assets. The TMS adopts a three-pronged approach, which includes identifying maintenance problems proactively, responding promptly to tenants' requests and enhancing publicity and education.

3. The TMS covers all in-flat standard facilities provided by HA. Under the TMS, In-flat Inspection Ambassadors (IIAs) will conduct proactive in-flat inspections, arrange one-stop repair service and promote education on maintenance. IIAs will carry out minor repairs on the spot. For more complicated repair works, they will issue works orders immediately with the aid of a Personal Digital Assistant which is supported by a computer system. The computer system also features a Maintenance History Database that supports IIAs to answer queries from tenants, and facilitates HD professional works staff to conduct research, analysis and budget preparation.

4. In view of the positive response to the TMS, HA decided to implement the TMS as a regular programme. To further enhance the maintenance services, HA adopted the TMS model in the implementation of

the 'Responsive In-flat Maintenance Services' (RIMS) which has been progressively rolled out in PRH estates since 2008. The RIMS was extended to all PRH estates in 2011.

5. In regard to window maintenance, HA will carry out periodical inspection and repair via the TMS programme. Should any window be found with defects, tenants can immediately report to the estate office, which will then follow up promptly in accordance with the RIMS. Regarding publicity and education, estate offices will post notices with photos of common window defects, at the ground floor lobbies of domestic blocks half-yearly, so as to remind tenants to regularly check and maintain windows regularly, and to notify estate offices for follow-up actions on any defects found.

Progress of the TMS

6. The first five-year cycle of the TMS, involving 177 estates and about 605 000 units was successfully completed in 2011. A total of about 344 300 works orders were issued and completed.

7. The second cycle of the TMS was launched in 2011 and is now in its sixth year of implementation. At the end of 2014, HA conducted a review on the inspection cycle and adjusted the inspection frequency of the TMS. Details of the review are elaborated in paragraph 8 below. As at end March 2016, the TMS has been rolled out to 134 estates, among which inspection and repair services for 120 estates involving about 376 000 flats and 170 000 works orders were completed. The overall in-flat inspection access rate for the second TMS cycle is about 78.5%.

Adjustment to the TMS Inspection Frequency

8. Through the prompt maintenance under the TMS and RIMS, the in-flat conditions of tenants' units have been improved. HA reviewed the inspection cycles of estates in different age groups, so as to utilise HA's resources more effectively and to minimise the inconvenience caused to our tenants, while at the same time, to upkeep the maintenance quality. Upon completion of the review, it is confirmed that buildings of younger age have

less need for maintenance. The RIMS is able to cater for their in-flat maintenance needs in between the inspection cycles of TMS. As for the older buildings, HA should proactively inspect the buildings more frequently due to the greater maintenance needs. Taking into account the maintenance needs of buildings in different age groups and tenants' views collected from the customer satisfaction survey, HA adjusted the TMS inspection frequency as follows: for estates aged between 10 to 30, inspection will be carried out every 10 years; and for estates over the age of 30, inspection will be carried out every 5 years¹. Under such adjustment, buildings will be maintained timely with conditions upkept and damages minimised.

Continuous Effort

9. Under the three-pronged approach of the TMS, HA will continue its efforts on public relations and public education, provision of maintenance hotline service, disturbance mitigation measures and monitoring of contractors' performance.

Public Relations and Education

10. To enhance the communication with tenants and to strengthen education, HA will continue to organise briefings, seminars and workshops on the TMS for various stakeholders (including members of the Estate Management Advisory Committees and contractors) and the public. HA also sets up display boards, video corners, maintenance mock-ups, as well as display items at the Maintenance Education Path (MEP) of Tai Wo Hau Estate. The MEP, which was remodeled in 2012, now provides a simulated PRH unit for in-flat inspection trainings for IIAs. Moreover, HA will continue to run the Mobile Maintenance Education Booths in estates where the TMS will soon be carried out.

Maintenance Hotline Service

11. To better support the TMS, the TMS hotline service has been set up to facilitate prompt handling of tenants' enquiries, complaints, repair requests and inspection appointments. The hotlines of individual estates are handled

¹ For estates over the age of 30, more frequent maintenance and repairs are required. This is in line with the Buildings Department's strategy on the 'Mandatory Building Inspection Scheme' which targets at private buildings over the age of 30.

by designated customer service officers. For the first cycle of TMS, a total of about 89 200 appointments were arranged and about 369 200 enquiries were handled through the hotline system.

Disturbance Mitigation

12. When implementing the TMS, HA has encountered quite some challenges, such as the inconvenience and nuisances (such as noise and dust) brought to tenants by the repair works. Therefore, HA requires the contractors to render assistance to tenants (particularly for households with elderly or disabled members) in moving their furniture to facilitate inspection and repairs. To mitigate nuisance during the progress of works, the contractors will also provide enhanced protection, such as the use of dust screens and tarpaulin sheets, etc. For spalling/tiling repair works, the contractors will also provide a vacuum cleaner and use tarpaulin sheets to protect the furniture and floor. Proper cleansing after the completion of works will also be conducted by the contractors.

Monitoring of Contractors

13. HA has closely monitored the contractors' performance to ensure their service quality. Firstly, the contractors are required to provide a standard mock-up for each type of work at the outset as an acceptance benchmark. HA will also conduct surprise checks on contractors' workmanship from time to time. In addition, contractors' performance will be regularly assessed and the assessment result will affect their future tendering opportunities.

Customer Satisfaction Survey

14. HA attaches great importance to tenants' opinions on the implementation of TMS. An independent consultant has therefore been commissioned by HA to conduct regular customer satisfaction surveys. During each quarter, tenants who have received the TMS service will be randomly selected on a pro-rata basis for a telephone customer survey. The survey covers the scope and workflow of the IIAs, the standard of service, the workflow of the repair works, the satisfactory level on the in-flat repair works, tenants' awareness regarding their responsibility for the in-flat facilities, and

tenants' expectation on the TMS. According to the results of the surveys conducted in the period from 2011 to 2015, the overall satisfaction rate maintained at about 80%. For the first quarter of 2016, the overall satisfaction rate was 83%. The result reflects that, with the continuous improvements of the TMS, tenants' satisfaction towards the Scheme has increased.

Way Forward

15. Members are invited to note the progress of the TMS.

Transport and Housing Bureau
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