

**For Discussion  
on 3 July 2017**

**Legislative Council Panel on Housing  
Progress of the Total Maintenance Scheme**

**Purpose**

This paper briefs Members on the 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 in PRH estates and Tenants Purchase Scheme estates with an age of 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 comprising proactive identification of maintenance problems, prompt response to tenants' requests and enhanced publicity and education.

3. Under the TMS, HA has recruited In-flat Inspection Ambassadors (IIAs) to 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, works orders will be issued immediately with the aid of a Personal Digital Assistant supported by a computer system. The computer system also features a Maintenance History Database that facilitates IIAs to answer queries from tenants, and professional works staff of the Housing Department to conduct research, analysis, and budget preparation.

## **Overall Progress of the TMS**

4. The first and second five-year periods of the TMS were completed in 2011 and early 2016 respectively. During the second five-year period, HA has successfully completed the TMS in 120 estates, involving about 376 000 flats. A total of about 170 000 works orders were issued and completed. The third five-year period of the TMS commenced immediately after the second period. As at end-February 2017, the TMS has been successfully rolled out in 25 estates involving some 38 000 flats, among which the TMS in 10 estates involving about 10 000 flats has been completed. A total of about 6 000 works orders were issued and completed.

## **Customer Satisfaction Survey**

5. To gauge tenants' level of satisfaction of the in-flat inspection and maintenance services, HA has commissioned an independent consultant to conduct surveys to collect tenants' views on services delivered under the TMS.

6. During the second five-year cycle of the TMS, the consultant has interviewed some 4 600 households which had received maintenance services. The survey results indicated that the overall satisfaction rate was maintained at around 80%.

## **Public Relations and Education**

7. To maintain good communication with tenants, and to provide appropriate education, HA will continue to set up Mobile Maintenance Education Booths in all estates where the TMS will soon be carried out. Information about the operation of the TMS, as well as repair and maintenance knowledge will be introduced through specially designed display panels and pamphlet.

## **Maintenance Hotline Service**

8. The Maintenance Hotline Service provided by HA is handled by designated public relation officers. Tenants may make enquiries, complaints, repair requests or inspection appointments through the hotline. In year 2016-17, the hotline system handled some 9 800 inspection appointments and 69 000 enquiries.

## **Disturbance Mitigation**

9. In the course of implementing the TMS, HA has encountered quite some challenges, including the inconvenience and nuisances (such as noise and dust) brought by the repair works to tenants. To alleviate such inconvenience, 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 using dust screens and tarpaulin sheet, etc. For spalling/tiling repair works, the contractors will also provide a vacuum cleaner and use tarpaulin sheet to protect the furniture and floor. Proper cleansing after completion will also be conducted by the contractors.

## **Management of Contractors**

10. HA closely monitors 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.

## **Way Forward**

11. In view of the positive response to the TMS, with the view to further enhancing the maintenance services, HA adopted the TMS model in the implementation of the regular 'Responsive In-flat Maintenance Services' (RIMS), which has been rolled out to all PRH estates since 2011. Through the implementation of the TMS and the RIMS, HA repairs PRH units at appropriate times to improve in-flat conditions. HA will continue to monitor the effectiveness of the TMS, and conduct review from time to time, in order to make timely improvement.

12. The Audit Commission conducted an audit in the in-flat maintenance of PRH units in 2016, the scope of which includes the implementation of the TMS. The Commission submitted an Audit Report<sup>1</sup> to the Public Accounts

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<sup>1</sup> For details, please refer to Chapter 1 of *Report No. 67 of the Director of Audit on the Results of Value for Money Audits* ([http://www.aud.gov.hk/pdf\\_e/e67ch01.pdf](http://www.aud.gov.hk/pdf_e/e67ch01.pdf)).

Committee in the same year. The Public Accounts Committee also published its supplemental report in April 2017<sup>2</sup>. HA would make reference to the comments and advice regarding the TMS in the two reports, and introduce appropriate improvement measures, including for visit arrangement and appointment service, such as initiating visits on Saturdays and arranging appointments during non-office hours, in order to facilitate more tenants to participate in the TMS.

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

**Transport and Housing Bureau  
May 2017**

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<sup>2</sup> For details, please refer to *April 2017 - Public Accounts Committee Report No. 67A* ([http://www.legco.gov.hk/yr16-17/english/pac/reports/67a/67a\\_rpt.pdf](http://www.legco.gov.hk/yr16-17/english/pac/reports/67a/67a_rpt.pdf)).