

**For discussion on  
4 June 2018**

**Legislative Council Panel on Housing  
Progress of the 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. HA launched the TMS in 2006 to inspect proactively the in-flat conditions and provide comprehensive repair services for PRH units<sup>1</sup> aged 10 years or above. All along, HA has been refining the TMS, and adopting a three-pronged approach: identifying maintenance problems proactively, responding to tenants' maintenance requests promptly, and enhancing both promotional and educational efforts, so as to meet the rising expectation of tenants, as well as enhance the economic efficiency and lengthen the usable life of HA's assets. With a view to providing timely repair services, HA arranges in-flat inspection every 10 years for premises aged between 10 and 30 years, and has increased the frequency to every five years for premises over 30 years.

3. TMS covers all standard facilities provided by HA in PRH units. Under TMS, the In-flat Inspection Ambassadors (IIAs) engaged by HA will inspect in-flat conditions proactively, arrange one-stop repair services and promote maintenance education. Building Maintenance Workers will carry out minor repairs on the spot for tenants. For more complicated repair works, IIAs will issue works orders immediately to maintenance contractors for follow up, using personal digital assistants supported by a computer system. The computer system also features a database of maintenance history, to support IIAs answering queries from tenants, and facilitate the professional staff of the Housing Department to conduct analysis and budget preparation.

---

<sup>1</sup> Including public rental housing (PRH) units under Tenants Purchase Scheme and Buy-or-Rent Option.

## **Latest Progress**

4. The TMS has been implemented for 13 years since its launch in 2006. Continuous improvements have been made over the years. Rolling out initially as a five-year plan, the TMS has been developed into a continuous programme. In the first 10 years of the TMS, HA has issued and completed about 500 000 works orders, improving the in-flat conditions of tenants' units.

5. From the beginning of the 11<sup>th</sup> year of the TMS (April 2016) to the end of March 2018, HA has carried out the TMS in 46 estates, the TMS in 30 of which has been completed; about 56 000 units were successfully inspected and repaired.

6. At present, the overall access rate for the TMS in-flat inspections of estates in which the TMS is completed maintains at about 82%. In 2018/19, HA will launch the TMS in 22 estates. Around 110 000 units are expected to be involved.

### ***Customer Satisfaction Level***

7. HA pays close attention to tenants' satisfaction level on the TMS. Therefore, HA has commissioned an independent consultant to conduct surveys to collect tenants' views on the TMS. HA randomly selects tenants who received services under TMS in each quarter, and pass the information to the consultant for conducting telephone surveys. In the annual survey of 2016/17, the consultant has interviewed nearly 1 500 tenants who had received the services under the TMS. The survey results indicated that the overall satisfaction rate of the TMS maintained at about 80%. HA will continue to review the findings of the customer satisfaction surveys and improve the quality and effectiveness of the TMS.

### ***Maintenance Hotline Service***

8. As a supporting aid to the TMS, HA has set up the TMS Hotline to provide prompt responses to tenants' enquiries, complaints, repair requests and inspection appointments. The hotline is manned by designated Public Relation Officers. From April 2017 to March 2018, some 7 400 appointments have been arranged through the hotline; as many as 94 000 enquiries were also handled.

### ***Enhancing Publicity***

9. HA all along maintains proper communication with tenants and stakeholders from different sectors, and will continue to organise briefings and arrange Mobile Education Booths (MEB)<sup>2</sup> in estates where the TMS will soon be carried out, so as to promote the TMS and seek tenants' support.

### ***Optimising Visit Arrangement***

10. With reference to the recommendations made by the Audit Commission and the Public Accounts Committee<sup>3</sup>, HA has implemented improvement measures to refine the visit arrangement and the appointment service of the TMS. Considering that some tenants have to work on weekdays, and they may have difficulties meeting with the inspection schedule, HA has made special arrangement for IIAs to make at least one visit to tenants whose units are yet to be inspected on Saturdays or during non-office hours in the inspection period for each domestic block. In addition, when the inspection progress of an individual block is behind schedule, HA will redeploy resources and arrange IIAs to try making appointment during non-office hours, to facilitate more tenants to participate in the TMS.

### ***Strengthening Supervision of Works***

11. HA closely monitors the performance of the maintenance contractors to assure their quality of works and standard of services. Firstly, HA requires contractors to provide standard mock-up as an acceptance benchmark before commencement of each type of works. HA has also stepped up routine inspections and surprise checks. In addition, HA will perform regular assessment of contractors' performance and the assessment result will affect their future tendering opportunities for District Term Maintenance Contracts (DTC). For serving DTC contractors whose performance on maintenance works is below the established standard, the relevant contract period may also be shortened.

12. To further build up the technical knowledge of frontline staff, the Housing Department has strengthened the induction training and coaching on daily duties for the IIAs. Meanwhile, the Housing Department has also strengthened the technical training, such as arranging regular forums, for frontline staff. Through case studies, and discussions about typical problems encountered in site inspection upon completion of works, frontline staff can acquire a consistent standard for site inspections.

---

<sup>2</sup> HA extended MEB to all PRH estates in 2017, including estates on outlying islands.

<sup>3</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)) and *April 2017 – Public Accounts Committee Report No. 67A* ([https://www.legco.gov.hk/yr16-17/english/pac/reports/67a/67a\\_rpt.pdf](https://www.legco.gov.hk/yr16-17/english/pac/reports/67a/67a_rpt.pdf)).

## **Way Forward**

13. HA will continue to monitor the operation of the TMS, review the quality of works and satisfactory level of tenants, as well as examine the workflow and enhance the information system from time to time, to achieve better efficiency.

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

**Transport and Housing Bureau**  
**April 2018**