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<b>Title</b>	Minutes of the Meeting of the HONG KONG HOUSING AUTHORITY held on Thursday, 28 March 1996
<b>CONTENTS</b>	<p>File Ref. : HA/COM/2/2 VI Paper No. HA 40/96</p> <p>Minutes of the Meeting of the HONG KONG HOUSING AUTHORITY held on Thursday, 28 March 1996</p> <p>---0---0---0---</p> <p>PRESENT</p> <p>Hon Rosanna WONG Yick-ming, CBE, JP (Chairman)  Mr FUNG Tung, JP (Director of Housing)( Vice-Chairman)  Ms LEUNG Wai-tung, MBE, JP  Mr HUI Yin-fat, OBE, JP  Hon Edward S T HO, OBE, JP  Mr HAU Shui-pui  Hon FUNG Kin-kee  Prof YEUNG Yue-man, OBE, JP  Mr LEUNG Chun-ying  Ms HO On-nei  Mr CHAN Kam-man, JP  Hon LEE Wing-tat  Mr Daniel LAM Chun, JP  Mr YEUNG Ka-sing  Mr Anthony WONG Luen-kin  Mr Joseph CHOW Ming-kuen, JP  Mr Eddy FONG Ching  Mr Raymond CHOW Wai-kam, JP  Mr Dominic WONG Shing-wah, OBE, JP (Secretary for Housing)  Mr Canice MAK Chun-fong, JP (Deputy Secretary for Planning,</p> <p>Environment and Lands)  Mr M J T ROWSE (Deputy Secretary for the Treasury (2))</p> <p>ABSENT WITH APOLOGIES</p> <p>Mr Victor H W SO, JP  Mr Nicholas BROOKE  Ms Audrey EU Yuet-mee, QC, JP  Dr Joseph LIAN Yi-zheng</p> <p>IN ATTENDANCE</p> <p>Mrs Clarie LO (Deputy Director/Administration)(Secretary of the Authority)  Mrs Fanny LAW, JP (Deputy Director/Housing Management and Works)  Mr R A BATES, JP (Senior Assistant Director/Maintenance and Construction Services)  Mr Simon P H LI, JP (Senior Assistant Director/Estate Management)  Mr Stephen S C POON, JP (Senior Assistant Director/New Development)  Mr Y L CHAN (Senior Assistant Director/Housing Administration)(Acting)  Mr HO Wing-him (Assistant Director/Policy)  Mr R J AVON (Assistant Director/Finance)  Mr M L YUEN (Assistant Director/Housing Architect)  Mr C M KWONG (Assistant Director/Central Services &amp; Management Policies)  Mr C C HUI (Assistant Director/Applications and Home Ownership)  Mr W S TONG (Assistant Director/Maintenance)  Mr H T FUNG (Assistant Director/Regional Management (1))  Mr J J NG (Assistant Director/Regional Management (2))  Mr K H LAU (Assistant Director/Operations &amp; Redevelopment)  Mr K T POON (Assistant Director/Information and Community Relations)  Mr Simon P S LEE (Legal Adviser)  Mr K T CHAN (Assistant Director/Development)(Acting)  Mr Albert LI (Assistant Director/Administration)(Acting)  Mrs Katherine YAU (Chief Publicity Officer/Community Relations)  Mr Raphael LI (Chief Information Officer/News, Promotions and Marketing)  Mr SIOU Shie-tai (Housing Management/Shun Lee)  Mr Lawrence CHOW (Committees' Secretary) (Meeting Secretary)  Ms Chlorine WONG (Assistant Committees' Secretary/1)  Miss Sabrina LEE (Assistant Committees' Secretary/3)</p> <p>---0---0---0---</p> <p>I N D E X  PARAGRAPH</p>

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The Chairman opened the meeting at 8:45 a.m. She informed Members that the proceedings of the meeting were being broadcast to the Lecture Hall for the benefit of departmental staff. Apologies for absence were recorded from Messrs Victor H W SO and Nicholas BROOKE, Ms Audrey EU Yuet-mee and Dr Joseph LIAN.

VALEDICTION

2. The Chairman told Members that Messrs Edward S T HO, and HUI Yin-fat and Ms Audrey EU Yuet-mee, who had rendered a total length of service of 12 years, ten years and six years respectively, would retire from the Housing Authority (HA) and its Committees with effect from 1 April 1996. Members recorded a vote of thanks for their valuable contribution to the work of the HA.

RE-APPOINTMENTS

3. The Chairman informed the meeting that the Governor had approved the re-appointments of Mr FUNG Kin-kee, Prof YEUNG Yue-man, Mr LEE Wing-tat and Mr Joseph CHOW Ming-kuen to the HA for two years with effect from 1 April 1996.

CONFIRMATION OF THE MINUTES OF THE PREVIOUS MEETING HELD ON 4 JANUARY 1996

4. The Minutes were confirmed and signed.

MATTERS ARISING FROM THE MINUTES OF THE PREVIOUS MEETING HELD ON 4 JANUARY 1996

5. Members noted Paper No. HA 17/96.

Future Direction for the Provision of Interim Housing (Paragraph 37 of the Minutes)

6. In answer to Mr HUI Yin-fat, Mr K H LAU said that the publicity programme for interim housing was being worked out and would be completed around mid-1996.

Housing Authority's Revised Operating Account, Capital and Cash Budgets (1995/96), Proposed Budgets (1996/97) and Five Year Financial Forecasts 1995/96 to 1999/2000 (Paragraph 14 of the Minutes)

7. Mr M J T ROWSE said that having examined the figures in the approved budgets in detail, the Finance Branch had grave concern about the progressively increasing deficits being incurred in the Operating Accounts. He pointed out that the revised deficit on Domestic Operating Account for

1995/96 was \$1.4 billion. The deficit escalated rapidly to \$2.5 billion in 1996/97, with an accumulative deficit total of \$15 billion over the next five years from 1995/96 to 1999/2000 on the Domestic Operating Account.

8. Looking at the figures on a per public rental housing (PRH) unit basis, Mr M J T ROWSE said that the operating costs in 1995/96 were \$1,195 a month but monthly rental was only \$1,016, resulting in a net loss of \$179 per month. Even if the depreciation cost of \$152 was to be discounted, each PRH unit still attracted a negative rent of \$27 per month. Mr Rowse pointed out that the situation would get worse in 1996/97 as the total costs amounted to \$1,430 per month per PRH unit while the rental was only \$1,119 a month, meaning a subsidy of \$311. Again, if depreciation was to be left out, each PRH unit would still attract a negative rental of \$144 per month. He emphasized that the situation would get worse progressively over the next five years. In answer to Mr Daniel LAM Chun, Mrs Fanny LAW said that the per PRH unit figures as quoted by Mr Rowse were based on the total housing stock of PRH units, including the vacant units.

9. Having regard to the deficits mentioned above, Mr M J T ROWSE suggested that the HA should carefully assess whether any improvement proposal was affordable before it was implemented. He also suggested reflecting the costs in the next rent adjustment. He further commented that in the long run it was unwise for the HA to rely entirely on the uncertain and one-off profit from the Home Ownership Account to balance the recurrent deficits on the Domestic Operating Account which was likely to be materialized.

10. In response to Mr Rowse's concern, the Chairman said that Members were aware of the increasing deficits on the Operating Accounts over the next five years. Notwithstanding this, the HA's overall financial position was sound without cash flow problems. In any case, the Department was already exploring ways and means to control expenditure, especially for the Domestic Operating Account.

#### NEW ITEMS FOR DISCUSSION

11. As Mr LEUNG Chun-ying had to leave the meeting early, the Chairman suggested and Members agreed to advance the discussion on the Estate Management Advisory Committee Scheme, which was originally scheduled for discussion under "Any Other Business".

#### Extension of the Estate Management Advisory Committee Scheme (Paper No. HA 12/96)

12. The Chairman informed the meeting that comments had been received from Ms LEUNG Wai-tung, Mr LEUNG Chun-ying and Mr M J T ROWSE on the presumption paper on Extension of the Estate Management Advisory Committee (EMAC) Scheme (Paper No. HA 12/96).

13. Members noted Mr LEUNG Chun-ying's written comments at Annex A which was tabled at the meeting. Mr LEUNG Chun-ying emphasized that they were his personal opinions. He recapitulated the background of the EMAC Scheme as follows -

(a) at the HA meeting on 24 November 1994, Members agreed to try out the EMAC Scheme in eight public housing estates and that the pilot scheme should be reviewed after one year;

(b) in March 1995, the pilot scheme was launched in eight estates with the official appointment of 90 EMAC members;

(c) in October 1995, one of the commitments announced in the Governor's Policy Address was the full implementation of the EMAC Scheme in all rental estates;

(d) in January 1996, Members of the Management and Operations Committee (MOC) endorsed the extension of the EMAC Scheme to all other rental estates by phases over two years; and

(e) in February 1996, a presumption paper (Paper No. HA 12/96) was issued to seek HA Members' endorsement of the decision of the MOC to extend the EMAC Scheme to all rental estates.

Mr Leung commented that extension of the EMAC Scheme entailed a significant change in housing policy. A decision should only be made after detailed discussion by the HA rather than by circulation of a presumption paper.

14. Mr Leung Chun-ying pointed out that despite the former decision to review the pilot scheme after one year, full implementation of the Scheme was committed in October 1995, which was only seven months after the launching of the pilot scheme. Taking into account that the EMACs only held meetings bimonthly and that only three or four meetings were held in seven months' time, he considered that it was too early to conclude in October 1995 that the Scheme was effective. Mrs Fanny LAW emphasized that it had all along been the understanding that the EMAC Scheme, if feasible and worth extension, should be extended to all other estates with effect from 1 April 1996. Having regard to the time required for the preparation work, the pilot scheme had been kept under continuous review since its launching in 1 April 1995.

15. On the proposal to extend the EMAC Scheme to all rental estates, Mr LEUNG Chun-ying said that while he was in support of decentralization of estate management work to local level, he disagreed to the EMAC Scheme on which he had the following comments -

#### (a) Change in management structure of PRH Estates

The EMAC Scheme entailed a fundamental change to the estate management system. It also changed the relationship between the HA and its tenants as the latter would have a direct say in EMAC-funded improvement works and community building activities and had political influence to a certain extent. EMAC added an additional layer to the decision-making structure and made estate management staff responsible to both the HA and the EMAC. It would also aggravate the present problem of the HA and the Housing Department (HD), viz, the organization being too large, leading to long discussion process, slow decision-making and production lagging behind demand.

#### (b) Financial implications

Upon full implementation of the EMAC Scheme, the annual recurrent costs was about \$225 million, including about \$98 million of staff cost. With half of the recurrent expenditure being non-productive administration cost, the cost effectiveness of the EMAC Scheme was doubtful. If the sum of \$225 million was put to alternative use, the HA could accomplish many other meaningful tasks. This could be renovation of 10,000 more PRH units each year; enhancing security installation by 100% per year; covering nearly all the deficits on Group B PRH estates and Temporary Housing Area (THA) units; improving the living conditions of THA by spending \$40,000 per year to renovate each THA unit; raising the maintenance standard by 150%; or speeding up the construction of about 2,000 PRH units to meet housing demand.

16. Mr LEUNG Chun-ying noted that more than 80% of the respondents of the opinion survey on tenants in the pilot estates were in favour of the extension of the EMAC Scheme to all rental estates. However, he pointed out that the survey was conducted in the absence of a cost-benefit analysis. If the respondents had to bear the cost of the EMAC Scheme, they might not be in favour of it. Mr M J T ROWSE shared this view. Prof YEUNG Yue-man, though in support of the EMAC Scheme, agreed with Messrs Leung and Rowse that the opinion survey should be conducted with a cost-benefit analysis approach. Mr Leung added that if the respondents were given a number of choices for spending the \$225 million, they might not choose the EMAC Scheme. Similarly, if the taxpayers in Hong Kong were consulted on the use of the public funds of \$225 million per year, they would likely come up with a number of proposals other than the EMAC Scheme. Mrs Fanny LAW clarified that the proposal to extend the EMAC Scheme was based on a number of considerations of which tenants' satisfaction was only one. More importantly, the EMAC Scheme helped to promote a partnership relationship among HD, tenants and contractors. Furthermore, making contractors directly accountable to tenants would ensure better value for money from contractors.

17. Ms LEUNG Wai-tung held a different view from Mr LEUNG Chun-ying regarding the EMAC Scheme. She said that she had attended the EMAC meetings in three estates in the pilot scheme and was deeply impressed by the active participation of the EMAC members and tenants. She supported the implementation of the Scheme, which provided a proper channel for tenants to give their views and feedback on estate management work which also helped reduce the number of enquiries or complaints addressed to the estate offices. It also enhanced the effective use of funds as tenants had the best idea about the priority of their needs. The requirement for cleansing and security contractors to attend EMAC meetings to answer tenants' queries direct had also improved the monitoring of the contractors' performance. Regarding the power of the EMACs, Ms Leung clarified that EMACs only recommended a list of minor improvement works and estate management activities for implementation in the estate. The approving authority was still the chairman of the EMAC, who was the estate Housing Manager.

18. Ms LEUNG Wai-tung then commented on the proposed allocation of fund for community building activities. Referring to Paper No. HA 12/ 6, it was proposed to allocate to each estate an annual EMAC fund, up to 10% of which might be used for community building activities with the remainder for minor improvement works. Given that the need for improvement works in new estates was generally less than that in older estates, the paper proposed a two-tier funding allocation i.e. \$100 per flat for new blocks completed within five years and old blocks to be redeveloped within five years and \$200 per flat for other blocks. Accordingly, the allocation for community building activities as 10% of the EMAC fund would result in a difference in allocation for those two types of blocks i.e. \$10 per flat for newer blocks and \$20 per flat for older blocks. As the need for community building activities was not related to the age of blocks, Ms Leung suggested that the amount for community building activities should be standardized among all PRH blocks regardless of their age.

19. As regards the financial implications of the Scheme, Ms LEUNG Wai-tung pointed out that at least 90% of the EMAC fund was spent on minor improvement works of estates. Even without the EMAC Scheme, the HA still had to bear the cost of improvement works of estates. As such, she considered that 90% of the EMAC fund was not an extra expenditure. There was only a transfer of fund allocation from one account to another of the HA. Mr HAU Shui-pui supported Ms Leung's views.

20. Ms HO On-nei agreed to the observations of Ms LEUNG Wai-tung and strongly supported the full implementation of the EMAC Scheme. Ms Ho emphasized that the EMAC Scheme was not a reform of the management structure. It was only a formalization of the bimonthly meetings between estate staff and Mutual Aid Committees (MACs) which had already been in existence for a long time. It provided an effective communication channel between tenants and the estate management. Moreover, services contractors were made more responsive to tenants' queries through their attendance at EMAC meetings. Performance of the contractors could also be improved through direct monitoring by the tenants. Mr HAU Shui-pui shared Ms Ho's views. Ms Ho added that the staff cost proposed for the Scheme was justified. In fact the current proposal to create 180 posts was already much less than the original estimate of 480 posts. In fact, HD staff had already absorbed some of the increased workload by existing resources.

21. Mr HAU Shui-pui was in support of the EMAC Scheme. He pointed out that the EMAC also contributed to estate management by advising the estate Housing Manager on priorities of maintenance and improvement works within the estate. He also agreed to the proposal that up to 10% of the EMAC fund could be used in community building activities as those activities could develop a stronger sense of belonging among tenants in the same estate.

22. Mr FUNG Kin-kee supported the EMAC Scheme. He pointed out that EMAC was only an advisory body which gave input to the estate Housing Manager on priorities of maintenance and improvement works within the estate. The final decision was with the EMAC chairman, who was the estate Housing Manager. As such, estate management staff would not be required to be held responsible to both the HA and the EMAC. Having attended several EMAC meetings, Mr Fung observed that the meetings were useful avenues for the estate management to listen to the views of tenants and identify tenants' needs and problems at an early stage.

23. Notwithstanding the annual recurrent cost of \$225 million upon full implementation of the Scheme, Mr FUNG Kin-kee felt that the Scheme deserved to be implemented to relieve the burden of estate management staff. He would be pleased to see the early implementation of the Scheme.

24. Mr LEE Wing-tat basically supported the EMAC Scheme. He said that the Scheme meant a progressive improvement in the mechanism of collecting tenants' views through a formalized channel. When considering the financial implications of the Scheme, Mr Lee held the view that there were intangible benefits which could not be quantified, such as increased tenants' participation in estate management which contributed to the smooth implementation of housing policies. Mr CHAN Kam-man shared his view. As for the staffing implications, Mr Lee said that he had had grave concern over the original proposal to create 480 posts for the implementation of the Scheme i.e. three posts for each estate. He appreciated the Department's effort to absorb some of the additional work by existing resources through simplifying and streamlining procedures which had successfully reduced the total number of posts required for the Scheme from 480 to 180.

25. Mr Anthony WONG Luen-kin considered it worthwhile to extend the EMAC Scheme to all PRH estates. Having regard to the benefits of the Scheme, including enhanced communication with tenants, increased tenants' participation in estate management and improved service standards, a cost of about \$100 to \$200 per household was worth spending. As regards the staffing implications of the proposed full implementation of the Scheme in 160 estates, Mr Wong was of the view that the proposed creation of 180 posts was only a small percentage in comparison with the existing establishment of the Department. Irrespective of whether the EMAC Scheme was to be implemented, improvement works would still be carried out for PRH. Moreover, he disagreed to any suggestion of reflecting the expenditure of the Scheme in PRH rental because the deficit on the Operating Account of PRH was attributable to many factors other than the EMAC Scheme. To reinforce Members' confidence in the Scheme, he requested the Department to brief Members on the progress of the Scheme upon completion of the second phase of its implementation.

26. Mr Dominic WONG Shing-wah supported in principle the setting up of EMAC and its extension to all PRH estates. He opined that the Scheme was a right approach to enhance communication between tenants and management staff on estate management matters. According to the terms of reference of EMACs, they had a clearly defined ambit and therefore would unlikely exert any political influence. While he agreed that there was a need to reduce the deficit on the Domestic Operating Account, this was a separate issue which should not affect the implementation of the EMAC Scheme.

27. Mr YEUNG Ka-sing opined that the EMAC enabled tenants to participate actively in estate management and provided a proper channel through which the estate management could understand tenants' needs better. He noted from Tables 1 and 3 of Paper No. MOC 4/96 that the main focus of most EMAC meetings included improvement works, maintenance works, cleanliness and community activities; while EMAC fund was mainly used for improvement works for ventilation/lighting, playground/sitting out areas, floor/stairs/railings and notice boards/signs. As the said improvement items were basic requirements that should be carried out in estates regardless of whether there was an EMAC, the EMAC fund was not an extra expenditure. Having regard to tenants' favourable feedback on the Scheme, he supported the proposed expenditure plan.

28. Prof YEUNG Yue-man said that it was the experience of many Asian countries that tenants' participation in estate matters could enhance estate management. As such, he considered that introduction of the EMAC Scheme was a right path to success.

29. Mr CHAN Kam-man supported the EMAC Scheme. He reiterated that EMAC had a clearly defined ambit and would only recommend a priority list of improvement items. Implementation of the proposals would be subject to the availability of funds. He therefore considered that expenditure of EMAC funds was under proper control and Members should not over-worry about improper expenditure or wastage.

30. The Director of Housing said that the EMAC Scheme was not a change in housing policy. It was an improvement on the channel for PRH tenants to participate in estate matters and was in line with the Department's objective to decentralize the management of housing estates to district level.

31. In reply to Messrs LEE Wing-tat and M J T ROWSE, Mrs Fanny LAW confirmed that there would be corresponding savings from the maintenance budget if some of the minor improvement works in estates were covered by EMAC funds. As such, the actual additional recurrent cost of the EMAC Scheme should be less than \$225 million, the latter mainly comprising the additional staff cost. The Director of Housing assured Members that the Department would continue to review the staffing resources and try to achieve savings as far as possible.

32. As requested by Mr Eddy FONG, the Department would provide Members with the actual expenditure of the EMAC Scheme in terms of the staff cost after six months' implementation.

33. With the above discussion, all Members except Mr LEUNG Chun-ying approved the extension of the EMAC Scheme as stated in Paper No. HA 12/96.

(Mr LEUNG Chun-ying left the meeting at this juncture.)

(AGENDA Naming of Facilities in Public Housing Estates Item 3) after Donors of the Community Chest (Paper No. HA 18/96)

34. Mr C M KWONG introduced the paper. Mr HUI Yin-fat declared interest as a representative of a beneficiary organisation of the Community Chest (CC).

35. In response to Ms LEUNG Wai-tung's concern about the benefit of the proposal, the Chairman said that as a public body, the HA also had the responsibility to play a part in community services.

36. Mr FUNG Kin-kee supported the proposal of the paper. In reply to Mr Fung's enquiries, Mr C M KWONG said that the CC would check the background of the donor, in consultation with the Home Affairs Department, before proposing the naming of any HA facilities after that donor. The Department had the final decision on the proposal.

37. In answer to Mr HAU Shui-pui, Mr C M KWONG said that even if a rest garden was named after a donor, the Department was still responsible for its management and maintenance.

38. Mr LEE Wing-tat supported the proposal of the paper but suggested that the Department should reserve the right to delete the donors' names from the HA facilities in some exceptional circumstances, such as upon death of the donors or conviction of crimes committed by the donors. A set of clearer guidelines was required. Mr YEUNG Ka-sing and Mr HUI Yin-fat shared the views of Mr Lee. In response, Mrs Fanny LAW said that the Education Department would not delete a donor's name from a school even if the donor committed any crime subsequently. At the request of the Chairman, the Department would consult the CC on their established practice.

39. Members had the following questions on the proposal of the paper -

- (a) Mr Edward S T HO enquired whether a donor was allowed to choose the location of the rest garden that would be named;
- (b) Mr Joseph CHOW Ming-kuen asked if an organisation which donated not less than \$5 million to the CC also had the naming right; and
- (c) Mr Raymond CHOW Wai-kam wondered whether a rest garden could be named after a person designated by the donor, such as the donor's deceased relative.

40. Members also had the following suggestions -

- (a) Mr Edward S T Ho proposed to allocate part of the donations to the EMAC to help improvement works in estates;
- (b) Mr Joseph CHOW Ming-kuen suggested and the Chairman agreed that the last sentence of paragraph 5 of the paper should be amended to the effect that the naming right would not be transferred to "another estate or the same estate" upon redevelopment; and
- (c) Prof YEUNG Yue-man suggested having a schedule of facilities of different scales that could be named after the donors for different amounts of donation. He also had reservations about one of the general criteria for awarding naming rights which required the donor to be "a mature person" as suggested by the CC.

41. In response to Members' enquiries and suggestions, mentioned in paragraphs 39 and 40, the Department would discuss with the CC.

42. With the above comments, Members supported in principle Paper No. HA 18/96.

(AGENDA Towards Greater Openness and Accountability Item 4) (Paper No. HA 22/96)

43. The Chairman briefed Members on the paper.

(Mr Edward S T HO left the meeting at this juncture.)

44. Mr LEE Wing-tat basically supported the proposals of the paper. He suggested that the Chairman or Members of the HA should attend the Legislative Council (Legco) meetings whenever major public housing issues were discussed. In response, the Chairman said that the proposal to have an annual meeting between Legco and HA Members was already a measure to step up liaison with Legco.

(Mr HUI Yin-fat left the meeting at this juncture.)

45. Mr YEUNG Ka-sing said that Members might receive invitations for interview by the media. He considered that Members should be free to accept or decline the invitations and rejection of such invitations should not be interpreted as poor performance of Members.

46. As to Ms LEUNG Wai-tung's question on whether Members could express their personal views on matters discussed by the HA or its Committees, the Chairman hoped that Members would respect the majority decision of the respective meetings.

47. Mr FUNG Kin-kee said that apart from the Management and Operations Committee, other Committees should also have meetings with concern groups to listen to public views. Ms LEUNG Wai-tung said that the Home Ownership Committee also conducted meetings with owners of Home Ownership Scheme flats. This was in line with the provision of Standing Order No. 25.

48. With the above comments, Members endorsed the recommendations of Paper No. HA 22/96.

(Messrs FUNG Kin-kee, Dominic WONG Shing-wah and M J T ROWSE left the meeting at this juncture.)

(AGENDA A Customer Service Oriented Approach to Estate Item 5) Maintenance (Paper No. HA 23/96)

49. Mr Vincent TONG presented the paper.

(Messrs LEE Wing-tat and Joseph CHOW Ming-kuen left the meeting at this juncture.)

50. Mr HAU Shui-pui emphasized that the implementation of the enhanced Condition, Appraisal, Repair, Examination (CARE) programme had to be closely and systematically monitored to ensure its effectiveness, especially with regard to costs. He pointed out that the need for repairs and maintenance works should be accurately assessed to avoid wastage of funds. For example, it might not be necessary to carry out extensive aintenance works in estates which were due for redevelopment shortly. Also, to minimize disputes, the Department should let tenants know clearly which types of defect fell into the category of fair wear and tear and which did not because the Department was only responsible for the former. The Chairman agreed that attention should be paid to the effective implementation and monitoring of the programme. She however said that in view of the age of the estates due for redevelopment, it was still necessary to conduct maintenance works as and when required to ensure the safety of the buildings. Ms HO On-nei held the same view. Mr Vincent TONG added that most maintenance works for estates due for redevelopment were of small-scale and related to concrete spalling except for a few where large-scale structural repairs were needed.

(Prof YEUNG Yue-man left the meeting at this juncture.)

51. Mr Daniel LAM Chun supported the employment of consultants in the CARE programme but commented that their performance should be closely monitored. He also said that the Department should work out ways to handle tenants' refusal of entry to their flats so as to up-keep the conditions therein.

52. Ms HO On-nei reflected tenants' concern about the quality of repair materials and workmanship. She further remarked that the coordination of timing among different disciplines within the Department should be improved to reduce the disturbance that maintenance works caused to tenants. Ms Ho also said that enough advance notice of the CARE programme should be given to the affected tenants to facilitate them to plan their own decorations. Mr Vincent TONG responded that affected tenants would be informed of the CARE programme about one year in advance.

(Ms LEUNG Wai-tung left the meeting at this juncture.)

53. Mr Raymond CHOW Wai-kam supported the paper and anticipated that the enhanced CARE programme would help reduce tenants' criticisms against the Department. He asked the Department to note that the standard of the completed works achieved in flats occupied by tenants might be different from that of the sample rooms and the Department should explain to the tenants accordingly. In view of the considerable consultancy fees and relevant management expenditure, Mr Chow also asked the Department to consider identifying possible savings from these areas so that more funds could be available for the maintenance works themselves.

54. With the above comments, Members endorsed Paper No. HA 23/96.

(AGENDA Housing Conference 1996 - Progress Report Item 6) (Paper No. HA 24/96)

55. Mrs Catherine YAU reported that all preparation work for the Housing Conference was progressing smoothly.

56. Members noted Paper No. HA 24/96.

ANY OTHER BUSINESS

57. The Chairman asked Members to note the letter and submission from East Kowloon District Residents' Committee (Annex B) on the consultation document "Safeguarding Rational Allocation of Public Housing Resources".

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58. Their being no other business, the Chairman closed the meeting at 11:39 a.m.

(After the meeting, several members proceeded to a visit to Sau Mau Ping Redevelopment Phase 4 to see an introduction and demonstration of the

Performance Assessment Scoring System (PASS)).

CONFIRMED on

Hon Rosanna WONG Yick-ming, CBE, JP  
(Chairman)

Lawrence CHOW  
(Meeting Secretary)

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