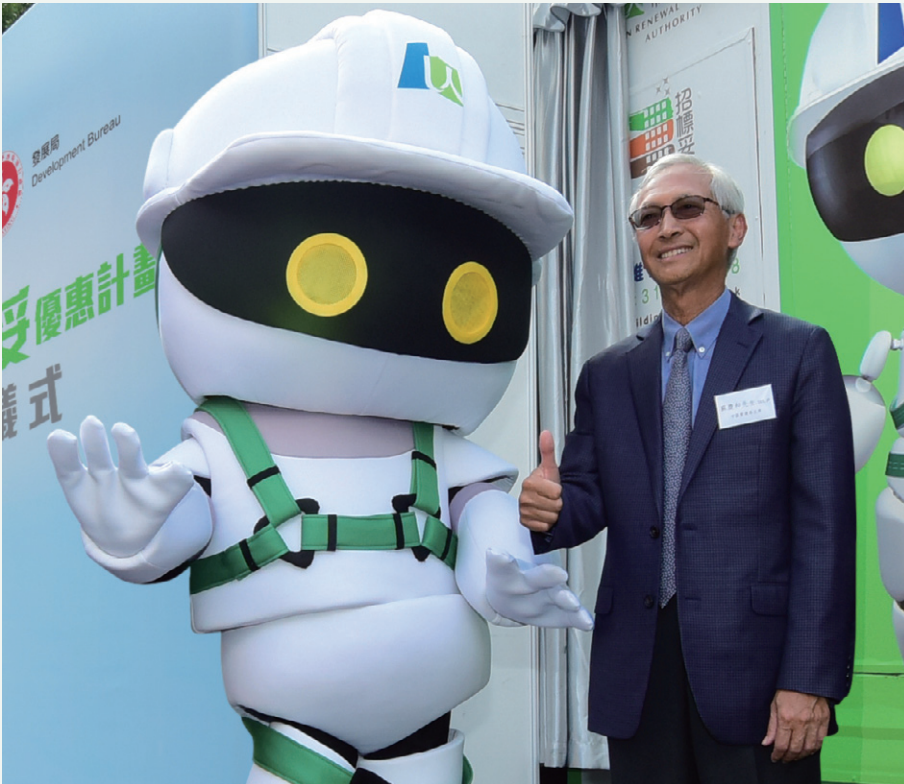




市建局牽頭與業界推出樓宇復修平台 提升行業質素 促進樓宇維修保養文化

**Building Rehab Platform launched in collaboration with the industry
Boosting standards while promoting building maintenance culture**



市建局主席蘇慶和與樓宇復修親善大使「維修寶」合照。

The URA's Chairman Victor So Hing-woh poses for a photo with the Building Rehab ambassador "BRbot".

早前我在《建聞》曾經談及「正價施工」的重要性，指出舊樓業主和法團須提高意識，對招標的顧問、檢驗及工程合約價格水平要有合理的認知，工程質素才較有保障。要推廣「正價施工」，現時市建局的「招標妥」樓宇復修促進服務會為業主提供專業人士就工程費用的獨立估算及技術意見，協助業主認知價格水平；但在技術層面以外，如何能進一步針對樓宇復修服務市場的一些作業狀況作出改善，並確保公平競爭，從而提升行業質素？在這方面，市建局擔當「推動者」的角色，和業界代表經過兩年多的努力，成功推出「樓宇復修平台」（BRP）首階段措施，透過更深層和根本的方法，期望令現時質素參差、各施各法的樓宇復修招標及施工程序可以標準化，從而提升整體行業質素。在BRP提供的一站式全面資訊與支援，加上政府提供的各項樓宇復修資助，雙管齊下，相信長遠可推動業主和法團「自助復修」，促進定期樓宇維修保養的文化。

If you might recall, I have, in one of the previous issues of "Connect", emphasised the significance of "right prices for works". Indeed, if owners and owners' corporations (OC) of old buildings could have a better knowledge of the reasonable level of prices for consultancy, inspection and works service contracts, the quality of building rehabilitation works might be more guaranteed. To promote the adoption of "right prices", the URA has launched the "Smart Tender" Building Rehabilitation Facilitation Services to provide owners with costs estimates and technical advice from independent professionals, and give them an idea on the levels of prices for works. Yet apart from this technical aspect, we also contemplated on how to improve some long-standing practices in the building rehabilitation services market as well as on safeguarding competition so as to raise the industry standards. To this end, the URA has been actively driving the setting up of the "Building Rehabilitation Platform" (BRP), and after working closely with industry representatives for over two years, part of its features in the first stage are now rolled out. Through standardising the current variations in building rehabilitation tendering and work



面對市區老化問題，市建局除「重建發展」外，「樓宇復修」亦是重點工作。多年來，市建局推出各項樓宇復修措施和服務，已協助約4,200幢樓宇展開或完成樓宇復修工程，然而相比本港樓宇老化速度的估算，壓力仍是有增無減。以一般大廈樓齡達30年才需要作初次復修來說，在2018年，樓齡達30年或以上的大廈便有23,600幢，估計至2046年更會累積至約40,000幢，數目驚人之餘，樓宇的狀況和宜居度也令人擔憂。因此，如何加強業主及法團的維修意識及讓他們有足夠支援自行籌組大廈維修工程，便成為市建局在樓宇復修方面的重點工作。

自2016年起，市建局着手籌備「樓宇復修平台」資訊網站（平台），目的不單要為業主提供一個一站式樓宇復修資訊網上平台，更希望藉此提升行業質素，故此業界的積極參與尤為重要。我們邀請了不同政府部門、公營機構，以及25個專業學會和業界商會的代表參與，務求能匯聚各專業範疇的力量，在三個分別為「技術委員會」、「服務提供者委員會」和「推廣委員會」的工作小組上，就BRP的各項資訊內容，以至如何向公眾推廣樓宇復修等，給予專業意見。當中

processes from the fundamental level, the URA, along with the building rehabilitation services sector, hopes to uplift quality of the whole industry. The one-stop information and support offered by BRP together with the provisions of various building rehabilitation subsidies by the government formed a two-pronged approach to assist owners and OCs carry out "self-assisted rehabilitation" in the long term, thereby helping to promote a culture of regular building maintenance.

In tackling urban decay, "building rehabilitation" has become an increasingly important strategy of the URA apart from redevelopment. Over the years, the URA has launched different building rehabilitation schemes and services, helping some 4,200 buildings commence or complete building rehabilitation works. Yet, the pressure of urban renewal is still on the rise with the accelerating ageing pace of buildings in Hong Kong. In general, buildings reaching the age of 30 years will require initial rehabilitation. The number of buildings over 30 years old in 2018 was 23,600, and is estimated to reach an alarming figure of 40,000 by 2046. As concerns are raised over the conditions of these buildings and their suitability for living in future, how to raise the awareness of owners and OCs on the importance of building maintenance and provide them with ample support in organising repairs have therefore become crucial tasks of the URA.



來自不同政府部門、公營機構，以及25個專業學會和業界商會的代表，在三個工作小組上，就「樓宇復修平台」的各項資訊內容，以至如何向公眾推廣樓宇復修等，給予專業意見。

Representatives from government departments, public organisations as well as 25 professional bodies and trade associations in three task forces offer their professional views on areas from contents of BRP to promotional strategy on building rehabilitation.

特別就如何統一業界的招標和合約條款、以及工程範圍和規格的標準，作反覆討論、去蕪存菁，以達致共識。這樣由市建局牽頭和推動，並集合業界參與的做法，可謂史無前例！

在統一招標和合約條款方面，現時當聘用顧問和工程承建商時，由於業主們缺乏專業知識，同時樓宇復修業界亦沒有統一的標準和規限，致使工程合約條款往往過於「籠統」，沒有清楚註明如工程項目範圍和數量、負責項目的專業人員資格和出席會議次數等，結果業主與顧問及承建商在工程進行期間時有爭拗，影



標準文件對工程報價資料有十分詳細和統一的填寫格式和要求，有助業主和法團了解 and 比較不同投標者的服務和定價基準。

The standard documents require tenderers to fill in details according to a very comprehensive and standardised format with which owners and OCs would be able to understand and compare the service and pricing basis of different tenderers.

響進度。此外，法團在招標時，所擬備的招標文件內的工程規格亦五花八門，令顧問和承建商難以計算公平合理的價格入標，一方面的代價是顧問及承建商為爭取合約而要承受低價入標的風險，但為避免損失往往在施工時將貨就價；另一方面，那些期望以合理價錢投標的顧問和承建商卻因此等沒規範的規格而寧願放棄入標。結果業主不但難以獲得真正具競爭力的回標價格，更會因為服務提供者數目減少而令圍標的風險增加，使業主對自組樓宇復修工程更加卻步。

針對這情況，樓宇復修平台其中一項專業的支援，就是委聘建築及法律專業顧問，協助製作用於招聘工程顧問、註冊檢驗人員和工程承建商各類標準文件，以供業主在招標及委聘合適的服務提供者時採用。這些標準文件均集合了業界的意見而成，好處是除了讓條文更為全面，從而提高樓宇復修業界在招標過程中

Since 2016, the URA has been working on preparations for the “Building Rehabilitation Platform” website with an aim to not only provide a one-stop information hub for building maintenance, but also raise standards in the industry. As such, active participation by members of the building rehabilitation sector was essential, and as a result, representatives from government departments, public organisations as well as 25 professional bodies and trade associations were invited to take part in our work, bringing together the strengths of various professional categories. In their roles as members of our three task forces – namely the “Technical Committee, “Service Providers Committee” and “Promotion Committee”, the participating bodies have offered their professional views

on areas from contents to promotional strategy. Vigorous discussions with reference to good practices were held regarding, in particular, the standardisation of tender and contract provisions as well as of work scopes and specifications. This initiative led by the URA pulling together efforts from industry partners to push for changes is simply unprecedented.

Since there are no work standards or parameters for building rehabilitation in Hong Kong, works contracts are often written in very general terms without specifying much details such that certain items are found missing, such as the detailed scope and quantifiable amount of work items, information on the professional qualifications of responsible persons

and their minimum attendance to works meetings. This is especially so as owners lack the relevant knowledge to negotiate with service providers, and are often ended up with contracts written in ambiguous terms that cause disputes and delays of works. On the other hand, some work consultants and contractors also find it very difficult to make reasonable tender estimates as the work specifications in tender documents prepared by different OCs vary widely. Consequently, some consultants and contractors would choose to bear the risk of bidding contracts with low prices. After getting the contract, they would try to avoid loss by cutting costs despite the need to sacrifice work quality. On the other hand, those trade counterparts who wish to tender at a reasonable level of prices can only give up bidding in such a loosely-regulated setting, eventually leaving owners with not only less competitive tender prices, but also higher risks of bid-rigging when the number of tenderers shrinks. This creates a big hurdle to the owners in deciding whether to conduct building rehabilitation or not.



的透明度外，亦由於能集合到不同樓宇復修範疇的良好作業標準為參考，有助釐清業界長久以來不少有關招標和合約條款標準不一的地方，從而提升整體作業水平。

這些涵蓋不同工程招標與委聘合約的文件範本，不論是工程規格和工序、收費表格式，工期及項目管理階段目標、以至負責工程的合資格專業人員名單、工作時數及開會次數，及投標公司的背景資料等，都有十分詳細和統一的資料填寫格式和要求，有助業主和法團了解和比較不同投標者的服務和定價基準；而站在服務提供者的角度看，由於不同的工程範疇都有清晰規定，因此能減低錯誤估算標價的風險，增加他們在公平競爭環境下入標的意欲，同時亦避免日後因估算失準而與法團出現紛爭，影響施工。

讓業主對樓宇復修工程市場價格有更好的認知，是「正價施工」的重要一環。為此，市建局將於BRP首創一個針對樓宇復修工程而設的「工程費用參考中心」。我們將委聘專業人士深入分析、研究和整理近期八百多宗市建局樓宇復修個案，並對照個案中各類工程項目的工序、數量和費用等，利用所得數據建立資料庫，並根據既定的工程標準，羅列出樓宇公用地方主要復修項目，如混凝土修葺、外牆油漆及修葺，或更換排水渠管等工程的價格，及計算有關個別項目的參考價格基準，提高業界在工程報價方面的透明度。平台還會不時更新各項參考數據，日後業主只需上網按鍵，便能清晰查閱不同類型和規模樓宇的公用地方主要復修工程項目的參考價格，協助業主比較和估算工

To address this problem, as part of BRP's professional support services, the URA has commissioned some building and legal professional consultants to draft a number of standard documents for owners' use during the tender and appointment process to engage consultants, registered inspectors and work contractors. Having incorporated views from the services sector, these standard documents have been created to make tender specifications more comprehensive and detailed, in a bid to enhance transparency of the building rehabilitation industry's operation during tendering. Moreover, by taking reference from good practices in different building maintenance service areas, these documents have ironed out the uneven standards in tender and contract clauses, thereby helping raise the overall standards in the industry.

These sample documents, covering tender and contracts templates for different work categories, require tenderers to fill in details including work specifications and processes, fees and payment schedule, contract period, milestone targets of works, background information of tendering companies as well as the list of qualified persons responsible for the project and their estimated work hours along with their committed attendance to meetings, according to a very comprehensive and standardised format. With these details and requirements, not only would owners and OCs be able to understand and compare the service and pricing basis of different tenderers, but service providers can also benefit from the well-defined stipulations for different work categories that help minimise the risks of making wrong tender estimates. As a result of a fairer ground for competition, more service providers are willing to submit tenders. In addition, their compliance with a more stringent tender procedure can also help prevent them from having disputes with the OC because of inaccurate price estimation.

One critical step of encouraging the adoption of "right prices" is to equip owners with better knowledge of price levels in the building rehabilitation services market. As such, the URA is going to launch the first-of-its-kind "Cost Reference Centre" for building rehabilitation works, the data of which will be generated based on detailed analysis, research and consolidation of 800 recent building rehabilitation cases that have been followed up by the URA. By cross-comparing the processes, quantifiable amounts and relevant cost data of different building maintenance works in these cases, we work towards building a database of cost ranges and pricing basis, at the respective standard, of major rehabilitation work for common areas of buildings, including repair of concrete, repainting and repair of external walls, replacement of drainage pipes and so forth, with an aim to enhance transparency in work tenders. These costs data of major rehabilitation work for common areas of buildings in different categories and scales will be updated from time to



程費用，實踐「正價」施工。我相信這些公開的價格參考資訊，連同招標文件範本標準化這兩項能在BRP內找到的革新資訊，定能營造公開公平的競爭環境，更重要的是，透過市場力量，驅使業界提高其作業質素。

這個一站式「樓宇復修平台」的資訊及標準文件將分期發布，首階段主要配合「樓宇更新2.0行動」和「消防資助計劃」的開展，於三月底推出，內容包括籌組大廈維修的實務指南，以及協助個別業主招聘驗窗服務和大廈業主立案法團招聘顧問服務籌組整體樓宇復修工程的兩份標準文件，至於「工程費用參考中心」會於稍後階段啟用。而隨着未來平台將陸續推出涵蓋更多不同樓宇復修工程項目的標準文件，令招聘工程服務及籌組復修工程更具透明度，我鼓勵業主與法團充分利用這些資源，實踐「自助復修」，並把經驗應用於樓宇的其他定期保養工作上。

在此，我衷心感謝各政府部門、公營機構、專業學會和業界商會的鼎力支持、共同建構一個屬於大家的「樓宇復修平台」。支援樓宇復修的工作任重道遠，建立平台只是第一步，往後將繼續需要業界人士攜手合作，以突破性及創新思維，為樓宇復修業界的良好而長遠發展出謀獻策。未來，市建局將繼續擔當「促進者」的角色，推動樓宇復修行業發展，以至擔當業界與政府溝通的橋樑，並推動預防性樓宇維修保養的工作，更全面而有效地推動市區更新。



市建局擔當業界與政府溝通的橋樑，推動預防性樓宇維修保養。

The URA acts as a bridge between the industry and the government for more effective communications in the promotion of preventive building repairs and maintenance.

time, thus enabling owners to compare and estimate the overall cost of works and eventually adopt the “right prices” easily with everything done online. I believe these public information of price references on BRP, coupled with standardised tender and contract documents, would lay grounds for a level-playing field for the services sectors, and more importantly, allow market forces to drive higher quality of work in the industry.

The information and standard documents on the one-stop “Building Rehabilitation Platform” will be published in stages. The first batch of content and features has been released at the end of March to tie in with the recent launch of “Operation Building Bright 2.0” and “Fire Safety Improvement Works Subsidy Scheme”. While this first batch includes a Building Rehabilitation Guidebook and two standard documents to help owners engage registered inspectors for the inspection of windows, as well as to help OCs engage consultants and registered inspectors for the overall building inspection and management of rehabilitation works, more standard documents covering other building rehabilitation service categories will be released soon. With the “Cost Reference Centre” to be launched at a later stage, the tender process and the implementation of repair works in general will become more transparent. I encourage owners and OCs to fully utilise these resources for the ease of undertaking “self-assisted rehabilitation”, and gain experience for carrying out other regular maintenance works in buildings.

Meanwhile I would like to express my sincere gratitude for the full support from relevant government departments, public organisations, professional bodies and trade associations in jointly setting up the “Building Rehabilitation Platform” that belongs to everybody. The establishment of the BRP is only the first step that members of the services sector collaborate in meeting the challenges of facilitating building rehabilitation as more concerted efforts with innovative ideas would be needed for driving the long-term development of the building maintenance services industry. In future, the URA will continue to play an active role of “facilitator” to push for healthy development of the service sector, and act as a bridge between the industry and the government for more effective communications. These commitments, coupled with other URA’s initiatives to promote preventive building repairs and maintenance, will push forward urban regeneration in a more holistic and effective way.