

「樓宇復修平台」 助精明業主籌組大廈維修

Experience Self-help Building Rehabilitation With the All-in-one Information Platform





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提升行業質素 促進樓宇維修保養文化
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Boosting standards while promoting building maintenance culture

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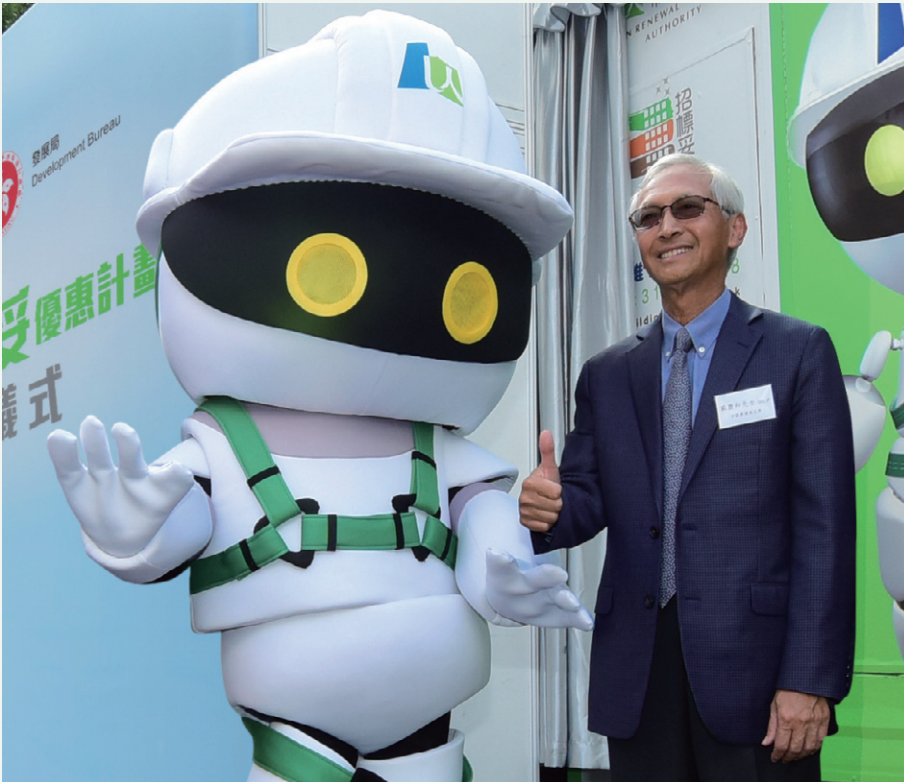


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市建局牽頭與業界推出樓宇復修平台 提升行業質素 促進樓宇維修保養文化

**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.

「樓宇復修平台」 助精明業主籌組大廈維修

Experience Self-help Building Rehabilitation
With the All-in-one Building Rehabilitation Platform



謎面：有甚麼東西，業主一收到便會先是心情忐忑，繼而眉頭猛皺，甚至寢食難安？

謎底：應為各類與樓宇檢驗或維修有關的法定命令。怕天價怕圍標怕麻煩怕爭拗怕爛尾怕被釘契；更甚是業主不知維修大廈該如何入手。

然而試想像，假使有天業主們只需上網按鍵，所有關於樓宇復修的有用資訊便可一目了然。只要一步步按着天書的指示和參考標準文件去招標，「任何人」都可以籌組樓宇復修……

為達成這個目標，市建局最近推出「樓宇復修平台」一站式資訊和支援網站，透過不同的指南、標準文件、視頻及其他資訊，一步步釋除業主們對樓宇復修的疑慮，支援他們籌組工程。

今期《建聞》並找來兩幢大廈的復修個案，得到多位業主慷慨分享籌組樓宇復修工程的心得，教大家做個精明業主。

Solve this riddle: what causes worries then followed by sleeplessness and a loss of appetite to flat owners upon receiving it?

The answer: the statutory orders for building inspections or repairs. Over-priced quotations, bid rigging, hassle and disputes, incomplete projects, and encumbrances imposed on properties are the dreads of many owners, to name but a few. What's even worse is they simply do not know where to start in doing repairs.

Imagine this however: if there is one day when flat owners only have to go online and press a key, and all useful information about building rehabilitation are available at their fingertips. By following the step-by-step instructions and adopting the standard documents for tendering, "anyone" would be able to organise building rehabilitation works....

In fact this is not a dream, as the Urban Renewal Authority (URA) recently launched the "Building Rehabilitation Platform," an all-in-one website offering practical information and technical support in the form of guidebooks, standard documents, videos and other information that guide owners on implementing building maintenance easing much of their concerns.

In this issue of "Connect," we also feature two buildings which have recently undergone rehabilitation, with their owners generously offering tips on how to be a smart owner in organising building repair works.



掃除圍標疑雲 調查往績有助請得稱職顧問及承建商

Clearing away suspicion of bid-rigging by performing reference checks to hire proficient consultant and contractor



百樂大廈一班業主非常滿意經再三招標而委任的工程顧問和承建商。

The owners of Pak Lok Building have been very pleased with the work consultant and contractor eventually appointed after strenuous tender exercises.

四月中旬，佐敦百樂大廈歷時兩年多的復修工程終於接近尾聲，大廈業主立案法團主席李麗英望着這個心血結晶，回想起與一班業主籌組樓宇復修工程時的辛酸，開心也感慨。

事情要追溯到2012至13年間，法團收到屋宇署發出的大廈維修令。因為對樓宇復修工程不太認識，業主們當年為籌組維修工程聘請顧問時，竟然沒有經過招標，便信任替他們承辦消防工程的公司的推薦，直接委聘一間工程顧問公司負責。「我們那時還不曉得，原來請顧問都要招標。」李麗英說。

結果是，原本以百樂的樓齡和單位應課差餉租值都符合資格申請多個樓宇復修支援

After more than two years of refurbishment, the rehabilitation work of Pak Lok Building located at Jordan is finally approaching completion in mid-April. As Lee Lai-Ying, Chairman of the Owners' Corporation (OC), enjoyed the fruit of their effort, she also recalled the hard times that had been endured together with other owners during building rehabilitation.

It was in 2012 to 2013 when the OC of Pak Lok Building received a building repair order from the Buildings Department. Being unfamiliar with the subject, the owners at that time did not carry out any tender exercise to engage a consultant for the maintenance work. Instead they relied on the recommendation from their fire services installation works contractor, and directly appointed a consultant firm. "At the time we did not know that tender exercises were required for hiring consultants," Lee said.



百樂大廈的復修工程接近完成。
The Pak Lok Building's rehabilitation work is near completion.

計劃資助，但因為顧問沒有提及，他們便懵然不知。更甚是，顧問公司只為大廈外牆做了紅外線檢測，在沒有進一步勘察和呈交詳細報告下便為聘請承建商進行招標，結果只有十多間公司回標，比起很多同類招標都要少。

到了最後招標程序，雖然顧問建議了一間標價最低的承建商，卻引起了一眾業主懷疑。「儘管公司名字略有不同，但它的老闆卻好像跟之前負責消防工程的承建商為同一人，連面見時的公司代表亦為同一班人呢。」在滿腦子疑問下，法團委員最後經投票決定取消該次的承建商招標。

自創「百樂式洗樓法」

後來由於業主們議決參加樓宇復修綜合支援計劃，法團便索性重頭開始，重新招標聘請工程顧問。難得可重來一次，大家再不敢怠慢，除仔細研究標書內容外，一班法團委員更發明了「百樂式洗樓法」——

Although Pak Lok Building was old enough to apply for building rehabilitation assistance schemes with the rateable value of its units falling within the limit, the then consultant failed to inform owners of their eligibility. Things got worse with the consultant carrying out only an infra-red survey of the building's exterior walls to draft the specifications. Without any further inspection and submission of a detailed report, the consultant went on to conduct a tender exercise with limited specifications resulting in a relatively cold response of tender submissions by only a dozen firms.

At the final stage of the tender exercise, although the consultant recommended a contractor with the lowest bid, suspicions were triggered among the owners. "Despite having a slightly different name, the recommended contractor appeared to be having the same boss as our previous fire services works contractor had. Representatives of the recommended work contractor whom we met in the tender interview were the same persons as those from the previous fire services works company," Lee said. With a lot of doubts in the mind, the OC members decided, after a vote, to abort the tender exercise.

The Pak Lok's approach to conducting reference checks

With the owners' later decision by votes to participate in the Integrated Building Rehabilitation Assistance Scheme, the OC then started the tender exercise all over again, daring not



百樂大廈業主立案法團主席李麗英在開標前留影。
Moments before Pak Lok Building's OC Chairman Lee Lai-ying opens the tender boxes.



個案
case
1

即根據顧問公司和承建商在標書中所填報的過往工程經驗，逐幢大廈去請教那些業主和管理員有關該顧問或承建商的表現；不問過，不罷休。

「曾經有一次我們到訪某幢大廈，才發現那間填報的承建商根本沒有承接過該幢大廈的工程。另外又有一次，我們親身到過才知某承建商填報的過往工程原來爛尾。」

這樣洗樓，費時又費神。司庫黃美蘭笑言：「我也不想的，可是主席實在太落力了。有次洗樓期間突然下大雨，主席提議隨街買件雨衣便繼續行，你忍心丟下她嗎？」副主席林趙少馨則謂：「我覺得這個步驟好重要，因為我們是為七十多位業主辦事！」

後來當法團要召開業主大會商討大廈維修工程時，一班委員又出力在大廈內逐家逐戶洗樓，鼓勵業主出席大會聽取工程招標的匯報和詳情，結果很多業主親身出席並參與投票，一班委員更感鼓舞。

to treat the matter lightly. Apart from studying carefully the tender documents, members of the OC even came up with their unique approach to conducting reference checks – by paying visits to buildings after buildings according to the tender information to learn about the work history and performance of consultants and contractors from the mouths of owners and property management staff there.

“Once we visited a building only to discover that the contractor had not undertaken any works for that building. On another occasion, we learned that the previous work mentioned by a contractor in his tender was in fact incomplete,” Lee said.

Speaking of their fruitful yet tiring approach of doing reference checks, Wong Mei-lan, treasurer of the OC, said, “Trust me this is not something I volunteered for, but the chairman was putting in so much effort herself so I couldn’t sit by. One day when we were doing the building visits, it started raining heavily. The chairman then proposed to buy some raincoats from nearby shops in order to continue. Could you bear to leave her alone to do the rest?” The deputy chairman Lam Chiu Siu-hing added, “I think it was an important step because we were working for all 70 more owners!”



一班法團委員坦言，最重要還是業主之間要團結和互信。

The OC members believe that solidarity and mutual trust among owners are the essences of success.



法團司庫黃美蘭期望未來將有更多維修項目的價格參考資料。

Treasurer of the OC Wong Mei-lan hopes for more costs references for different work items available in future.

最後經千辛萬苦招標找來的顧問和承建商，業主們都十分滿意。主席李麗英說，感恩參加了樓宇復修綜合支援計劃，尤其是透過「招標妥」的電子招標平台，法團在招標過程中收到很多標書，讓他們有更多選擇。此外，法團亦慶幸得到市建局職員用心的意見和幫忙，讓工程得以順利進行。

那麼他們對一眾舊樓業主有何分享和忠告？李麗英指，由於小業主在樓宇復修方面知識有限，因此稱職的工程顧問很重要。「顧問會替你監管好承建商，不時會替業主分析及給予獨立和有用意見。如果顧問與承建商是『自己人』，根本發揮不到監工作用。」負責法團財政的黃美蘭則謂價格參考亦很重要，除「招標妥」會有獨立顧問提供市場估算外，她期望將來有更多大廈維修項目的價格參考資料，方便業主對比所收到的投標價是否合理。

但說到底，一班百樂法團委員坦言最重要還是業主之間要團結和互信。「甚麼事也應攤開來講，很多時大家意見不同，便投票決定，重點是對事不對人。」黃美蘭說時笑望主席。原來之前法團在討論應否重新招標聘請顧問和承建商時，主席因承受太大壓力曾一度想過呈辭。

黃續道：「當時我勸她，凡事不要太放在心上。喂，你不是信佛的嗎？還不懂得放下？」說時，主席與司庫相視而笑，其他委員也一哄地笑了。

The same method was later put to good use again, when the OC members had to call for a meeting to discuss the works plan and solicit owners' approvals. They went door to door to reach out to the owners and encourage them to attend the meeting. In the end, many owners turned up and voted, and the OC members were thrilled by their support.

Finally, after strenuous tender exercises, a consultant and a contractor were appointed, with which the owners were very pleased. Chairman Lee said she felt blessed on participating in the URA's Integrated Building Rehabilitation Assistance Scheme, in particular they were able to invite tenders through the "Smart Tender" electronic tender platform, which attracted a large number of bids that had indeed given the OC much more choices. The OC was also grateful for the professional advice and support from the URA staff, without which the works could not have gone so smoothly.

In concluding her experience, Chairman Lee said there was a particular thing that owners of old buildings should take note of. "As owners have limited knowledge of building repairs, it would be crucial for them to hire a proficient and qualified consultant for works supervision. Being responsible for supervising the contractors on owners' behalf, consultants should provide owners with good analysis as well as independent and useful advice from time to time. If the consultant is in league with contractors, its supervisory role simply cannot be brought into play," Lee said. For Treasurer Wong, the availability of reference prices is also important. Apart from "Smart Tender", which has independent consultants providing market costs estimates, she hoped in future there would be more intelligence on costs references for different building rehabilitation work items, thereby allowing owners to weigh up more easily on whether the tendered prices are reasonable or not.

Yet in general, according to OC members of Pak Lok Building, solidarity and mutual trust among owners are the essences of success. "Everything has to be above board. People's views are different often, so we have to take a vote to decide. The point is that we focus on the issue and not the person," Wong said smilingly while looking at Lee, in recalling that her chairman once considered resigning due to the intense pressure during the initial discussion on whether or not to re-tender for consultancy and works services.

Wong continued, "At the time I urged her not to take things to heart. Look, don't you believe in Buddha? Haven't you learnt to let things go?" On saying this, both the chairman and treasurer chuckled as they looked at each other while other members also broke out into laughter.



合約灰色地帶易惹爭拗 盡早釐清免紛爭

Clearing up contractual grey areas to avoid disputes



由於要重新招標，再加上颱風和雨季拖慢了工程進度，顧問公司為此與保其利大廈法團出現爭拗。
The consultant firm once disputed with the OC of Bulkeley Building over works delay which was caused by typhoons and rainy season in addition to the retendering exercises.

七十一歲的倪錦文有雙重身份。一方面，他是紅磡保其利大廈業主立案法團的主席；同時，他亦是一位有五十年資歷的電力供應系統承建商。

既為工程老行家，倪錦文明白到大廈維修工程往往存在很多變數，可謂「時也命也運也」，連他自己擔任法團主席的大廈也一樣。保其利業主法團於2011年中聘請顧問為大廈籌組維修工程，然而由於首次招標時回標價太高，再加上業主們後來決定重新招標，因此法團前後共花了約四年時間，才正式委聘到心儀的大廈維修承建商進行工程。

和承建商的合約於2015年底簽署後，工程隨即展開。可2016年卻又來了多個颱風和連綿雨季，拖慢了工程進度。協助籌組工

Ngai Kam-man, 71, has two hats. On one hand, he is the chairman of the OC of Bulkeley Building in Hung Hom. On another hand, he is a contractor for power supply systems who has been in business for 50 years.

As a veteran contractor, Ngai understands there are often a lot of ad hoc changes to building repairs plans, and that of his own building is no exception. In 2011, the OC of Bulkeley Building hired a consultant to manage the works tender exercise. However as the bidding prices returned were unfavourably high, the owners decided to re-tender at that time. Altogether it took about four years for the OC to formally appoint their works contractor.

Works commenced upon signing of the contract with the contractor in late 2015, yet the many typhoons and long rainy season in 2016 had again delayed the progress. The consultant firm

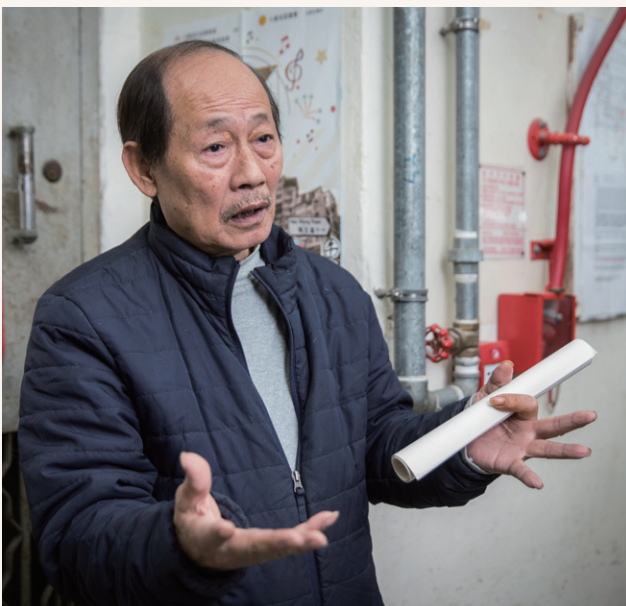
程和負責監工的顧問公司為此與保其利大廈法團出現爭拗，致使工程一度未能「埋尾」（完成）。

「顧問說，工程拖得太久，每樣俱是開支，他們不可能打開門口做義工……」倪錦文續說：「我們其實理解，說句真，顧問公司在各方面都算交帶，監工亦盡責，而籌備兩次招標的確耗了很多時間，亦拖長了合約期。」

事實上，現時很多有關樓宇復修的工程或顧問合約在執行細節方面，包括工期和數量等都不會寫得太清晰和具體，導致業主和顧問或承建商之間往往出現爭拗。倪錦文說：「期間顧問跟我們開了二十多次會議，但合約沒有列明出席會議次數，所以當他們提出要加顧問費，我覺得當中有灰色地帶。」

雙方幾經商討，業主們最終同意多付七萬多元的顧問費。倪錦文形容是「一人行一步」：「我沒有幫誰說話，事實擺在眼前。若是合理，我們就要給別人應得的；不合理的話，我一定據理力爭。」

但假如再來一次招標，倪認為，法團大可在顧問合約上加入一些條款以保障合約雙方在工程出現延誤時的利益，減少爭拗。



倪錦文說，業主最終同意多付顧問費是「一人行一步」。
Ngai says the owners finally agreed to pay extra consultancy fees is a "concession by both sides for the good of all".



保其利大廈樓齡近59年。
The Bulkeley Building is approaching its 59th year.

in charge of supervising the works then disputed with the OC over the delay, leading even to a point where works were left uncompleted.

"The consultant said the works had been delayed for too long, and while expenditure was mounting, they could not be doing business for free," Ngai said. "In fact we understood their situation. To be honest, the consultant firm was quite competent in its duties and responsible in works supervision. The substantial amount of time spent in preparing and managing the two rounds of tender exercises had also contributed to the protracted contract."

In truth, Bulkeley Building is not the only case. Comprehensive details of building repair works or consultancy services, including contract period and quantities, are often not written clearly in contracts, causing many disputes between owners, consultant and contractors. "During the period, the work consultant had attended over 20 of our meetings. As there was no specification on the number of meetings requiring their attendance in the contract, we felt that there was a grey area when they claimed us an extra fee for their consultancy service," Ngai said.

After negotiations, the owners finally agreed to pay an additional \$70,000 of consultancy fees. Describing it as "a concession by both sides for the good of all", Chairman Ngai said, "I was not speaking for anybody in particular because the truth spoke for itself. If the claim was reasonable, we should pay what the other party deserved. If it was unreasonable, we would definitely fight against it."

Nevertheless, Ngai suggested that OCs should add in some clauses to the consultant services contracts in order to protect the interests of both parties in case of works delay, so as to minimise disputes.



業界攜手設立「樓宇復修平台」 持續推出新內容助行業健康發展

The Building Rehab Platform – a joint effort in providing new features with ongoing updates for fostering healthy development of the building maintenance industry



市建局邀請政府部門、公營機構、專業界別及業界商會代表參與設立平台，共同訂定樓宇復修標準。

The URA invites representatives from government departments, public organisations, professional associations and industry organisations to participate in the establishment of BRP and setting standards for building rehabilitation.

樓宇復修高級經理李永剛（Daniel）在市建局專注樓宇復修工作十四年，類似百樂大廈法團懷疑被圍標，或保其利大廈法團出現業主與顧問的爭拗個案，可謂屢見不鮮。他續指，樓宇復修工程多年來都沒有一套標準規範，透明度低亦易讓人鑽空子，故此爭拗、以至種種佔盡便宜的招數便容易出現。

「在建造新樓而言，香港在建築合約、工程和測量標準等方面普遍已經有一套很完善的規範。」 Daniel 說：「但樓宇復修則完全不一樣，業界多年來都是各自演繹這些標準，因此水平亦參差。」

舉例說，業界報價的方式一直都很「籠統」，顧問很多時在標書上只會概括地描述工程內容，如「公眾地方石屎修葺」或「消防系統維修」，但細節如工程範圍、項目及工序等都欠奉，數量亦只會註明「一單」或是「一項」，然後報上一個「全包價」的總金額。這個俗稱「一單一項」的報價做法，因為沒有註明具

For Daniel Lee, the URA's Building Rehabilitation Senior Manager who has 14 years of experience specialising in building rehabilitation, incidents like the suspected bid-rigging during works tender process of Pak Lok Building, as well as disputes between owners and the consultant of Bulkeley Building are all familiar scenes. According to Daniel, as there have been no set standards for building rehabilitation works in Hong Kong and industrial transparency is low, people may take advantage of loopholes easily that often leads to disputes.

“For new buildings construction in Hong Kong, there exists already a very comprehensive set of standards with regard to terms and quality of building contracts, works and surveying,” Daniel said. “But in building rehabilitation, the story is completely different. For many years, practitioners in the industry have come up with their own interpretation of standards and therefore their service qualities are varied.”

For example, the tendered prices for works consultancy services are often nothing more than a set of “guesstimates”. On many occasions, consultants would only put down very general

體工程範圍與數量，業主根本無從比較單價，很難決定哪個標價更實惠。

這種情況容易令不良的工程顧問和承建商有機可乘，進行合謀行為；出現這種情況的箇中原因除了是行業積習外，也涉及一些實際困難。以近年經常出現在維修工程標書內的消防系統工程為例，一般而言，消防系統圖則需要取得有關部門的批文方可施工，過程中牽涉很多消防系統設計工作。可是業主和法團們卻往往只在標書內籠統地要求承辦商根據消防處指示完成相關工程，但基本的細節如水缸容量、安裝水缸及水泵的位置、是否需要進行加固工程等資料均欠奉，投標者在這種情況下實在很難準確報價。

為支援業主及大廈法團自行籌組樓宇復修工程，長遠地讓各個範疇的大廈維修工程及水平都更標準化，推動樓宇復修服務行業健康發展，市建局自2016年起便著手籌備一個名為「樓宇復修平台」（平台）的資訊及支援網站，並邀請政府部門、公營機構、專業界別及業界商會代表參與，集合行內一些良好的作業標準，及針對現時招標文件和合約內容的不足，共同訂定與樓宇復修有關的各種招聘及合約標準文件，讓業主可參照範本，要求投標者依統一格式詳盡填寫報價資料，並以標準化的條文及工程規格要求來籌組大廈維修工程。

descriptions of the service items in the tender documents, such as “concrete repairs in public areas” or “repairs to fire services system”, whereas details such as the scopes of work, lists of work items and work process are usually missing. As for quantity, tenderers often fill in with generic terms such as “one unit” or “one item”, supplemented by a package price quoted on a “lump sum” basis. These traditional modus operandi with little specifications on the work scope and quantity often frustrate owners who wish to compare the tendered prices and get the best value-for-money bid.

In such circumstances, unscrupulous consultants and contactors can avail themselves of these loopholes easily and engage in collusive conducts. Apart from the industry’s long-standing culture, the situation also reflects some practical problems that need to be addressed. Taking the fire services installation work as an example, which usually requires detailed design of fire safety provisions and submissions of installation plans to the relevant government departments for approvals before commencing works. Despite the complexity of works, owners and OCs would only broadly require the contractors in the tender documents to conduct works according to Fire Safety Directions as given by the Fire Services Department, without specifying much details such as capacity and locations of water tanks and pumps or whether any reinforcement works are needed. The absence of detailed information often makes tender estimates difficult.

To facilitate owners and OCs of buildings to implement building rehabilitation, and to achieve standardisation across multiple areas of building maintenance services thereby

fostering a healthy development of the industry in the long run, the URA has started creating the “Building Rehabilitation Platform” (the Platform) since 2016. Representatives from government departments, public organisations, professional associations and industry organisations have been invited to participate and contribute to the production of various standard documents and guidebooks that can help address the deficiencies in present modus operandi by taking reference from good practices. These standard documents and guidebooks on building rehabilitation, developed as a result of the joint effort by participating bodies, would serve as templates and references for



市建局樓宇復修高級經理李永剛（左）說，樓宇復修工程多年來都沒有有一套標準規範，水平亦參差。

The URA’s Building Rehabilitation Senior Manager Daniel Lee says service qualities of building rehabilitation are varied as there have been no set standards.



標準文件要求顧問或投標者填寫可供量化的工程項目數量，讓報價更準確。

Consultants or tenderers are required to specify the quantifiable amount of individual work items in the standard documents for better works estimates.

Daniel說：「標準文件除了更仔細地描述合約雙方的權責外，在報價表上都會有適當的位置讓顧問或投標者填寫可以量化的工程項目數量；此外標準文件亦會註明，如有關樓宇復修涉及消防工程，顧問服務便需要包括消防系統工程的初步設計，並須負責向屋宇署及消防處索取其對初步設計的意見，及以該設計內容制定招標文件，好讓中標的承辦商可按有關初步設計為藍本去制定整個消防系統設計，並提交予相關部門審批。如此一來，那些嚴重影響報價的未知數便可剔除，有助減低承辦商報錯價的風險。我們很高興得到屋宇署、消防處及業界的配合和支持，就初步設計該涉及哪些範圍向我們提供了很多寶貴的意見。」

此外，平台將陸續推出不同支援工具，包括搜集和分析數據以設立「工程費用參考中心」，以便業主隨時可參考不同樓宇復修工程項目之參考價格，更易於格價和估算工程費用。

有份參與籌備平台工作的香港專業建築測量顧問公會名譽秘書李海達指，過往不少顧問公司以低價競投合約，當中部分工程監督人員的專業資格也成疑問。漸漸地，很多堅持專業的行家惟有離開樓宇復修市場。

但他樂見近年市場上開始發生改變，尤其當愈來愈多大廈法團利用「招標妥」電子招標平台去聘請顧問及承建商時，更多行家願意參與並跟從公平的投標規

owners during tender exercises where bidders will be required to fill in tendered prices with details in consistent formats, and to implement building repairs according to standardised terms and works specifications.

“Apart from laying down detailed descriptions of the entitlements, roles and responsibilities of both parties in the standard documents, there are also dedicated spaces in the quotation form where consultants or tenderers are required to specify the quantifiable amount of individual work items. In building rehabilitation cases where fire services installation works are involved, according to the terms in standard documents, works

consultants will be responsible for the preliminary design of fire safety provisions as well as submitting them to Buildings Department (BD) and Fire Services Department (FSD) for comments. Tender documents will then be drafted based on the preliminary design, which serves also as the blueprint for the appointed contractor to devise and submit fire services installation and equipment plans for approvals by relevant government departments. As such, uncertainties affecting tender estimates can be eliminated which help minimise the risk of wrong tender ‘guesstimates’ by contractors. We are grateful for the support from BD, FSD and practitioners in the industry who have given us valuable advice on various definitions and scopes of preliminary designs.”

In future, the Platform will open up more supporting tools, such as the establishment of a “Cost Reference Centre” upon the collections and analysis on costs data of building rehabilitation works, so as to allow owners to look up the reference prices of different work items for comparing prices and estimating work budgets.

Nathan Lee, Honorary Secretary of Professional Building Surveying Consultants Association of Hong Kong who has taken part in building the Platform, pointed out that some works consultants used to compete for contracts with low tendered prices in the past, albeit doubts over the professional qualifications of some of the works supervisory staff of these firms. Other firms who strived to uphold professionalism chose to leave the market unwillingly as a result.



則。同時，市民對圖標亦提高了意識，開始明白以市場價格聘請好顧問除能確保工程質素外，亦可能因獨立顧問意見和良好監工而節省建築成本，降低整體的工程費用。

「我認為設立這個『樓宇復修平台』非常值得，並應發展下去，因為它整體地改善了大廈維修服務市場，市建局在此事上實在功不可沒。」李海達說：「當然最理想是能雙管齊下，除加強平台支援外，亦要多教育業主認識樓宇復修知識，及正價監工和施工的好處。」

But the situation is changing in recent years, something which Nathan is pleased to have witnessed. This is especially so when an increasing number of buildings' OCs are using the "Smart Tender" electronic tendering platform to hire consultants and contractors, and as a result more and more practitioners are willing to take part and adhere to fair and open rules in tendering. Changes are also seen when the public is increasingly aware of bid rigging and starting to understand that work quality can be assured by engaging consultants at market prices, alongside the possibility that construction costs, and thus also the overall work expenses, could be reduced because of good work supervisions coupled with independent consultancy.



市建局向業主宣傳有關樓宇復修的知識。
The URA promotes building repairs knowledge to owners.

"The setting up of this 'Building Rehabilitation Platform' is well worth the effort to keep it going. While the Platform has helped improve standards of the entire building maintenance services industry, the benefits are due in no small measure to the URA's effort," said Nathan. "Of course, we look forward to a dual pronged approach, that apart from strengthening tools on the Platform, owners should be educated to appreciate the benefits of paying the right price for the execution and supervision of works and be kept abreast of building repairs knowledge."



「樓宇復修平台」主要內容包括：

Highlights of “Building Rehabilitation Platform”:

樓宇復修實務指南

根據「樓宇復修6步曲」，提供一套簡便易明的指引，詳細列出樓宇復修前的準備工作、招聘工程顧問公司和工程承建商的程序，以及如何監督工程及施工等資料，並引述相關法例條文及提供建議程序和措施，堪稱「樓宇復修天書」，為業主恩物。



The Building Rehabilitation Guidebook

Based on the “Six Steps to Building Rehabilitation”, this ultimate guide is an easy and convenient handbook that lists out in details the preparatory work prior to undertaking building rehabilitation, the procedures for engaging consultants and contractors, as well as information on how to supervise works. In addition to citations of legislative provisions in force, suggested procedures and measures are also provided as recommended practice.

標準文件

根據各建築及專業法律顧問的意見及參考業界良好作業，為不同範疇的樓宇復修相關服務，制訂招標及合約範本文件，讓業主或法團以公平的準則招聘顧問或承建商，確保工程質素。

標準文件對施工規格、收費表格式，工期及階段性目標、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等，都有十分詳細和標準化的資料填寫格式和要求。另文件亦要求服務提供者簽署不合謀投標確認書，承諾在投標中不參與合謀行為。平台在首階段推出供業主聘請註冊人員驗窗，以及供法團聘請顧問及註冊人員驗樓和負責整體樓宇復修的標準文件。



Standard documents

Taking reference from good practices in the industry and incorporating views from construction and legal professionals, the standard documents are model templates of tender documents and contracts for owners to engage consultants or contractors on fair grounds for implementing building rehabilitation, and thus ensuring the quality of work.

The standard documents require tenderers to give information with respect to works specifications, pricing schedules, works period and milestones, as well as lists of qualified professionals responsible and their work hours alongside the number of meetings to be attended and so forth, in very detailed and standardised formats. Service providers are also asked to sign a model non-collusive tendering certificate, in which they undertake not to engage in collusive conducts in tendering. In the initial stage, the Platform offers standard documents respectively for the use of individual owners to engage registered inspectors for the inspection of his/her flat's windows, as well as for the use of OCs to engage consultants and registered inspectors for the overall building inspection and rehabilitation.

全方位樓宇復修資訊及動畫視頻

由預防性維修保養、常見的樓宇問題和法定命令，以至樓宇復修流程，平台都以深入淺出的手法細心講解。多項資訊均附有生動有趣的動畫視頻，適合不同年齡人士收看。



All-round Building rehabilitation information and videos

Using an easy-to-understand approach, the Platform explains in details all know-hows of building rehabilitation, from preventative maintenance works, common building problems, statutory orders, to the building rehabilitation workflow, illustrated by animated videos suitable for all ages.

資助計劃及支援

包含各樓宇復修支援計劃的詳情、申請資格和須知，以及各項表格的下載中心。平台並載有不同超連結，介紹政府部門及機構為業主而提供的各項樓宇保養及復修支援服務。



Subsidy and Assistance

A corner where details of various building rehabilitation subsidy schemes, and their respective eligibility requirements and forms are available for read and download, alongside the display of hyperlinks and details of building maintenance assistance services provided by government departments and other organisations.

工程費用參考中心及服務提供者資料庫（稍後推出）

稍後推出的工程費用參考中心將參照個案及數據分析，羅列並不時更新公用地方主要復修工程項目的工程費用價格範圍及使用指引，有助業主格價及更準確估算工程費用。另平台亦研究建立一個服務提供者資料庫，並考慮設立機制確保服務提供者能達一定質量

Cost Reference Centre & Service Providers Directory (to be launched later)

With a pool of case studies to facilitate statistical analysis, the Centre will list and update from time to time the costs of major rehabilitation works of common areas in buildings and provide user guides, allowing owners to compare tendered prices and make more accurate cost estimates on the works. In addition, the BRP will explore the possibility of hosting a database of service providers with appropriate quality assurance mechanisms.



樓宇復修平台
Building Rehabilitation Platform
www.brplatform.org.hk





維修師傅退而不休 義助舊區街坊修葺家居 Retired repairmen volunteer to fix home damages for residents in old districts

螺絲批，有！士巴拿，有！廿磅電鑽，都有！兩位年屆60多歲的退休維修師傅余悅湛和蔣金財，有逾40年的專業水電維修經驗，他們不但視維修為終身職業，現在就連退休生活都離不開維修，不時「全副武裝」落區，義務協助舊區居民檢查及維修家居。

去年6月，市建局夥拍社區團體，在九龍城區開展為期半年的「『守望相助』家居維修計劃」，為居住在九龍城區的基層家庭及長者，提供免費的家居維修服務，以改善他們的居住環境，亦讓定期進行家居維修保養的意識更加「入屋」。截至2018年11月中，市建局共接獲132宗維修個案，當中有122宗已完成維修，其中超過一半受惠人士是區內的獨居長者及「雙獨老」，亦有約一成個案為在市建局重建項目內居住的家庭。

今次計劃招募了60名九龍區的居民擔任家居維修大使及義務維修師傅，並為他們提供家訪及溝通技巧訓

Carrying along their toolboxes, Yu Yuet Cham and Chiang Kam Choi set off for work in just another ordinary day as repair masters, despite that they have retired already. Having devoted over 40 years of their careers in home repairs, Yu and Chiang, now aged over 60, are passionate enough to volunteer to help needy residents in old districts with inspections and home repairs, at no cost.

It all started in June last year when the Urban Renewal Authority (URA) got together with local community groups to launch a half-year initiative, the "Home Repair Services Community Programme", providing free repair services to grassroots families and elderly people living in Kowloon City. The aim of the scheme was not simply to improve their living environment, but also to spread the message about the importance of regular home maintenance. Up till mid-November 2018, the URA has received 132 cases requesting home repairs, of which 122 have been completed. Over half of the beneficiaries were elderly people living alone or elderly couples. About 10 percent were families living in old buildings in the URA's redevelopment project site.

練，各維修大使不單在區內宣傳這項計劃，還定期上門探訪有家居維修需要的居民，以安排維修師傅跟進。余師傅和蔣師傅就是其中兩名參與計劃的義務維修師傅，諸如更換門鉸、修理電掣、水喉等家居維修工程，由買料到上門檢查及維修，皆由他們一手包辦。

每個居民個案均會由兩名維修師傅上門檢查及修葺，平均約花兩小時。有時師傅上門檢查後，才發現還有更多地方需要維修，需時更長，平均每日大約可處理2至5宗維修個案不等，當中主要涉及更換破損的水喉、洗手盆及廁所水箱、維修電力及照明裝置，和修補室內單位的石屎等。

每次出動維修，義務維修師傅左手拿着工具箱、右手拖着載有20磅電鑽的行李箱，在舊樓陡斜的樓梯拾級而上到需要維修的單位，總會大汗淋漓。但蔣師傅說：「我們都不覺辛苦，能夠幫到人就好開心，更可以練到腳骨力。」

這日，余師傅和蔣師傅來到有54年樓齡、曾參與「樓宇更新大行動」並已於2012年完成樓宇復修的土瓜灣安居樓，協助85歲的獨居長者劉婆婆維修廚房橫樑。劉婆婆憶述，一個月前廚房橫樑有兩大塊石屎掉下來，幸好她當時不在煮飯，否則會被石屎打中。由於石屎剝落的情況嚴重，經大廈管業處及區議員的轉介，劉婆婆參加了市建局的家居維修計劃，得到義務維修師傅出手相助，「平日家裡光管壞了，我都無能力更換，今次若不是有維修師傅幫忙，我一個人都不知怎辦。」



師傅義務協助獨居的周女士維修光管。
Volunteer repairmen help a single elderly Ms Chow to mend her lighting.

To better connect with the needy residents, a total of 60 people in the neighborhood were recruited as home repairs ambassadors and volunteer repairmen. After receiving training on home visits and communications skills, the volunteers not only regularly visited the residents to arrange repairs but also took the opportunity to spread the word about the new programme in the community. Yu and Chiang, two enthusiastic volunteers among them, accommodated nearly all kinds of requests from replacing door hinges to fixing electrical switches and leaking water pipes. They also managed every step of the repair works from initial inspection, sourcing materials to carrying out the works.

Working in pairs, the repairmen often took an average of two hours to finish inspection and repair work for one case. Given that more time were needed for some cases with additional items to be fixed upon inspection, the pair could serve two to five cases a day, covering repair items such as replacing water pipes, washbasins and toilet water tanks, as well as repairing electric wiring, lighting and interior concrete surfaces.

Being a volunteer repairman was not an easy job, especially when one had to lug his toolbox plus a luggage case containing a 20-pound electric hammer drill and climb up the winding staircases of old buildings. Though exhausted and soaked with sweat, Master Chiang said, "We don't think it's arduous. We're just happy to help people out. Besides, our legs can get a good workout."

On this day, Masters Yu and Chiang were fixing a ceiling beam in the kitchen of Granny Lau's flat, which is in the 54-year-old Comfort House at To Kwa Wan, a building that once undertook rehabilitation under the "Operation Building Bright" scheme in 2012. Granny Lau, aged 85 and living alone, recalled two big pieces of concrete fell from the beam a month ago, yet luckily she wasn't there at that time. Since the concrete kept spalling, she was referred by the building's management office and a district councillor to participate in the programme. "I am not even able to replace the fluorescent light tubes at my home when they're out of order. If there wasn't the help from the masters, I would not know what to do," said Granny Lau thankfully.

As shown by the rusty reinforcement bars exposed from the concrete beam, Master Chiang told that there had been decades-long water seepage in the flat that caused dampness and swelling of the reinforcement bars, eventually leading to cracks in the ceiling and the spalling of concrete. "The most urgent task at the



從橫樑外露的鋼筋出現銹蝕所見，蔣師傅發現因單位內滲水多年，導致鋼筋發脹，令橫樑的牆身爆裂以致石屎剝落，「現時最逼切的是我們先移除表面鬆脫的石屎，避免再有石屎掉下，危及婆婆的安全，之後會髹油、重鋪石屎及批盪，估計最少要三日才能完成工程。」這類修補石屎的維修工程費用，市價大約是五、六千元，對長者業主來說費用不菲，「所以每次家居維修，我們都一定會盡力『搶救』，但無奈有些個案損壞的情況太嚴重，難以維修。」

現時市區不少舊樓已參與「樓宇更新大行動」及「樓宇維修綜合支援計劃」，並完成大廈公用地方的樓宇復修，但公用地方的樓面大約只佔大廈總樓面的四分之一，餘下四分三屬於單位室內面積，故此推廣業主進行單位室內的維修保養，同樣重要。不過，舊樓業主普遍忽略家居室內維修保養的重要性，有不少長者業主對家居維修感到困擾。

余師傅坦言，因為收費不多，加上唐樓要行樓梯，坊間很多師傅都不大願意上門為舊區長者維修，甚至索價頗高令長者卻步，「我在土瓜灣住了45年，本身對這個社區好有感情，看到長者因家中的電燈泡壞掉，卻找不到人幫忙，所以我能運用自身的維修專業，幫助解決家居維修問題，只是舉手之勞，令我感到很滿足。」

moment is the removal of those loose concrete to prevent it from falling and hurting Granny. After that, we will patch the hacked area and paint the ceiling. It would take at least 3 days to complete the job," said Chiang. While repairmen in the market would ask for \$5000 to \$6000 on a similar job, which would be quite a financial burden for elderly flat owners, Chiang hoped their volunteer work could help save up some costs for the elderly. "We do our best to help in every case, yet sometimes the damages might be too severe and difficult to repair."

In urban districts, while maintenance of common areas of many old buildings have already been covered by "Operation Building Bright" and "Integrated Building Rehabilitation Assistance Scheme", other parts of the buildings are often left unattended as the responsibility to maintain the interior of flat units, which usually comprises three quarters of the building's gross floor area, is rested solely on the owners. As such, it is crucial to promote the importance of regular home repairs and maintenance to private owners amid their low awareness. For many elderly flat owners, home repair is the pain in the neck.

Master Yu said few repairmen are willing to work for the elderly in old districts because of the relatively low fees, coupled with having to climb up the stairs of tenement buildings, while other repairmen may ask for prices so high which frighten off owners from doing repairs. "I've lived in To Kwa Wan for 45 years and have real affection for this neighbourhood. It's a real shame to see there's no help for the elderly who may just want to change their broken light bulbs. It's most gratifying that I can use my expertise to help the elderly repair their homes," said Yu.



余師傅（右一）說義務維修只是舉手之勞，卻充滿滿足感。蔣師傅（左一）則稱，透過義工服務他與街坊鄰里增進不少感情。

Master Yu (1st from right) says it's most gratifying that he can use his expertise to help the elderly repair their homes, while Master Chiang (1st from left) says his relation with neighbours has been enhanced through volunteer work.



蔣師傅協助維修有石屎剝落的天花。
Master Chiang helps fix the ceiling to prevent concrete from spalling.

住在黃埔唐樓的獨居長者周女士早前得維修師傅協助，修理電燈和廁所水箱，余師傅和蔣師傅最近再度上門跟進，順道與她分享家居保養的經驗和心得。「由於我的左手受傷，廁所的燈和水箱損壞也處理不到，幸好師傅很快上門維修，更幫忙檢查電箱，確保家居安全，加上今次的維修計劃是由市建局推行，由持牌的維修師傅上門維修，令我感到很安全和放心。」

蔣師傅說，最難忘看到一些劏房租戶居住環境惡劣，曾有一家三口租戶由於劏房內沒有分開鹹淡供水，全屋用食水沖廁，再加上水箱漏水，令每月水費高達九百多元甚至過千元，「在更換水掣、水龍頭和水箱零件後，該劏房戶終於可用鹹水沖廁，大大節省水費，所慳得的錢亦可用來買補充練習給孩子。」蔣師傅笑言，維修服務不但幫助居民解決家居維修的問題，亦增進了義工們與街坊鄰里的關係。

有見九龍城家居維修計劃反應良好，而區內維修需求甚殷，市建局將籌備推展新一輪的家居維修計劃，延續區內的家居維修服務。除了九龍城區，去年8月市建局亦在深水埗區夥拍社區團體，推行為期9個月的免費家居維修服務，協助大約120戶深水埗區、特別是居住在惡劣環境的居民修葺家居，進一步提高家居維修的意識及重要性。市建局期望一步步擴大家庭維修計劃的服務區域，令計劃惠及更多舊區居民，「從外到內」改善舊區居民的居住環境。

Living in a tenement building at Whampoa, Ms Chow, a single elderly, had her lighting and toilet water tank fixed with the help from Yu and Chiang. "My left hand was injured so I couldn't mend the broken light and water tank in my toilet. Fortunately the repairmen came very soon to help and they even inspected the electric panel to make sure my flat was safe," said Ms Chow. "Since this programme was initiated by the URA and their repairmen were licensed, my mind was put entirely at ease."

Of all the cases, Chiang was most impressed by the living conditions of dwellers in the subdivided flats. One family of three in a rented room had no separate system for salt water flushing supply, so they could only use fresh water for toilet flushing. It costed them more than \$900 or sometimes even over \$1000 each month to pay for the water bills as their water tank was also leaking.

"After replacing the stop cock, water tap and parts in the water tank, the family finally had salt water for toilet flushing. This greatly reduced the water bill, and the money saved can be used to buy exercise books for the child," said Chiang. He also expressed that the repair services not only have helped the needy with home repairs, but also enhanced relations between volunteers and residents.

With good responses from the residents, the URA has decided to launch the second round of the programme to cater for the pressing demand for home repairs in the district. Apart from Kowloon City, the URA also partnered with local community groups last August to launch a 9-month pro bono programme offering free home repair services for Sham Shui Po residents in the hope of helping about 120 families, especially for those living in poor conditions, on home repairs as well as to raise their awareness of the importance of building maintenance. The URA looks forward to extending their services to more districts in future and benefitting more residents, which will ultimately help enhance the environment of both inside and outside of their homes.



余師傅義務維修保險電箱。
Master Yu helps fix the fuse box.

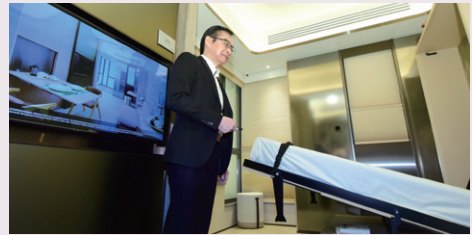


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市建局「煥然懿居」 港人首次置業先導項目單位申請反應理想 Positive response received for URA's "Starter Homes" Pilot Project



▲九龍城區議會主席潘國華主持電腦排序儀式。
Chairman of the Kowloon City District Council Pun Kwok-wah officiates at the ceremony for the random assignment of priority numbers.



(左及右下圖) 市建局行政總監韋志成主持首置先導計劃記者會，及於「煥然懿居」示範單位展示多用途可摺疊式傢俬。
(Photo at left and lower right) Managing Director of the URA, Ir Wai Chi-sing hosts the media briefing of "Starter Homes" Pilot Project, and demonstrates the multi-purpose foldable furniture in the show flat of "eResidence".

於今年1月初接受申請的市建局港人首次置業（「首置」）先導項目——「煥然懿居」，在1月23日截止後共錄得20,878份有效申請，反應理想。有關的電腦隨機排序已於3月中完成，所有申請者均獲編配一個隨機優先次序號碼，市建局隨即按此優先次序發放資格審核會面通知書。市建局預計約在6月開始分批發信邀請合資格申請者揀樓。

450個「首置」單位的實用面積由261平方呎至507平方呎，並以獨立測量師於去年12月初所評估的當時市價的六二折出售，打折後單位的售價介乎港幣314萬2千元至660萬5千元，實用面積呎價介乎港幣11,692元至13,969元。

「煥然懿居」佔地約29,000平方呎，由兩幢住宅樓宇組成。單位內配備家居智能顯示屏，讓住戶監測家居能源消耗及環境數據，並設有共享洗衣廊、共享儲物空間等，讓居民靈活善用室內空間。

The "Starter Homes" (SH) Pilot Project of the URA, named "eResidence", has received positive response with 20,878 valid applications after the close of application period on 23 January 2019. A random assignment was conducted in mid-March to assign all applicants with their own priority numbers, according to which they will be invited for applications vetting. Eligible applicants will be invited for flat selection in June 2019.

With saleable area ranging from 261 to 507 square feet, the 450 SH units will be sold at 62% of the market values assessed by an independent surveyor in early December last year, with discounted selling prices ranging from \$3.142 million to \$6.605 million. The unit prices are from \$11,692 to \$13,969 per square foot in saleable area.

Occupying a site of about 29,000 square feet, eResidence consists of two residential buildings. With provisions of smart living facilities in the Project, residents can monitor their household energy consumption and environment quality through smart pads. In addition, eResidence also provides a common laundry room and a communal storage space that can help residents utilize their home space more flexibly.

02.

市建局啟動九龍城區新重建項目 規劃主導 連接新舊社區

URA adopts planning-led approach in a redevelopment project to connect old and new districts

市建局於2月22日以規劃主導的重建發展模式，啟動九龍城啟德道/沙浦道發展計劃（KC-015）的法定規劃程序，期望透過重整及重新規劃來推展市區更新。

項目位於啟德道24號至82號（雙數）、沙浦道31號至49號及55號至73號（單數），涉及約50個街號，地盤總面積約6,100平方米。配合政府擬議興建的啟德地下購物街及其相連的行人隧道，項目將透過重新規劃，興建一個分層地下廣場，作為新啟德發展區和舊九龍城區的連接點。

此外項目亦會興建一個地下停車場，提供約300個公眾車位，改善區內泊車問題，為整個地區帶來更大的規劃裨益。



The URA commenced the statutory planning procedures of the Kai Tak Road/Sa Po Road Development Scheme (KC-015) in Kowloon City on 22 February 2019 with an aim to renew the older part of the district by adopting a “planning-led” approach in redevelopment.

Occupying a total area of about 6,100 square metres, the project covers approximately 50 street numbers of buildings blocks (the even number of Nos. 24 – 82 of Kai Tak Road, and the odd number of Nos. 31 – 49 and 55 – 73 of Sa Po Road). Through re-planning, the project will complement the Government’s plan

to develop the Kai Tak underground shopping street and its associated pedestrian subway by creating a split-level sunken plaza which will serve as a vital node connecting the new Kai Tak Development area and the old Kowloon City area. The plan will also incorporate an underground car park with 300 public parking spaces to help alleviate the parking problem, thereby creating more planning benefits to the community.

03.

「優化升降機資助計劃」

3月底接受首輪申請

Lift Modernisation Subsidy Scheme opens for application in late-March

為配合行政長官於《施政報告》中提出推展「優化升降機資助計劃」以提升舊式升降機的安全水平，市建局與發展局於3月底簽訂合作備忘錄，落實計劃由3月29日至7月31日接受首輪申請。合資格申請者可獲優化升降機工程費用的六成資助，上限為每部升降機50萬元。年滿60歲或以上的合資格長者自住業主可獲全數資助，每個住宅單位上限為5萬元。市建局會安排顧問提供免費服務，協助業主籌組和監督相關升降機優化工程的進行。

In response to the Policy Address initiative to launch the Lift Modernisation Subsidy Scheme (LIMSS) with a view to enhancing the safety level of aged lifts, the URA signed a Memorandum of Understanding with the Development Bureau in late-March opening its first round of application from 29 March to 31 July 2019.



Successful applications can receive subsidy of 60% of the total cost of lift modernisation works, subject to a cap of \$500,000 per lift. Eligible elderly owner-occupiers aged 60 or above will be granted full subsidy, subject to a cap of \$50,000 per domestic unit. The URA will arrange consultants to provide owners with free services for implementing and supervising works.

以音樂作聯繫 童樂團建社區網絡 Children's band builds community network through music



市建局資助成立「市建童樂•社區樂團」，為土瓜灣舊區基層兒童安排免費音樂訓練，除建立社區網絡，亦讓孩子可藉訓練和表演提升自信心。

The URA sponsors the setting up of "oUR Amazing Kid Band" to provide free music training to grassroots children in To Kwan Wan with aims to establish a community network and help boost the children's self-confidence through practicing and performing.

在市區更新過程中，部分受影響的居民往往需要調遷至其他社區。為了讓居民可保持與舊區的聯繫，在互助下更易適應社區生活，市建局特別想到以音樂作聯繫，於去年十月資助成立「市建童樂•社區樂團」(oUR Amazing Kid Band)，透過為土瓜灣舊區基層兒童安排免費音樂訓練，不單可建立社區網絡讓一班街坊互相支援，還讓鮮有機會接觸音樂的孩子可藉訓練和表演，大大提升自信心和建立正面的價值觀。

這隊「市建童樂•社區樂團」共有三十名成員，當中大部分人均在市建局的土瓜灣重建項目範圍或在項目附近的地方居住，也有部分孩子已搬離該區，或正居於鄰近地區但在土瓜灣的小學唸書。在為期三個月的音樂訓練期間，他們每星期都要回到位於馬頭圍道的小學校舍上課，如是者一班來自土瓜灣的孩子和家長便有機會認識及暢談近況了。

As old districts undergo urban renewal, some residents affected by redevelopment may have to relocate to other districts. To help those residents remain in contact with neighbours in their old districts, as well as adapt to the new community in a mutual support network, the Urban Renewal Authority (URA) has endeavoured to connect people through music by sponsoring the setting up of "oUR Amazing Kid Band" last October to provide free music training to grassroots children in To Kwan Wan. Apart from establishing a community network for residents to support each other, the programme also allowed children who lack the opportunity to experience music to practise playing and performing, which could help boost their self-confidence and build positive values.

Comprising 30 members, the "oUR Amazing Kid Band" is formed by children either living within the area covered by the URA's To Kwa Wan redevelopment projects and in nearby streets, or having moved to adjacent districts but still attending primary school in To Kwa Wan. During the three-month training period, members were required to attend the weekly music lessons at a primary school on Ma Tau Wai Road. Such regular



屬少數族裔的星先雲（右）在樂團裏認識了很多朋友。
Singh Simran (right), who is an ethnic minority, has made many new friends in the band.

由於各樂團成員均沒有音樂底子，這班音樂初哥在學習中可謂遇到不少挑戰。導師說，孩子一開始時都不懂看樂譜，幼細指頭又難以撥彈弦線，因此最初都不太專心。可幸後來他們都很努力練習，即使手指頭在練習彈弦時紅腫了，仍堅持彈奏，非常難得。此外，音樂導師更透過「極速合奏」(Speed Jam)，讓小朋友接觸木箱鼓、木結他和夏威夷小結他等不同樂器，體驗不同的彈奏樂趣，又教他們歌唱技巧，讓孩子們進一步掌握音樂知識。

就讀小學五年級、來自少數族裔家庭的星先雲，是樂團主音的一份子。她說由於要合唱中文歌曲「我的驕傲」，不少團員均熱心教她認字看中文歌詞，因而認識了很多新朋友；星先雲媽媽則說，看到女兒的演出感

gatherings allowed children and parents from the community to get to know and catch up with each other.

Without any past experience in music, the newbies had to face quite a few challenges during the training. According to the instructor, the children were unable to read music scores at the beginning, while their fingers were too small to pluck the strings of instruments, making it difficult for them to concentrate.

Not giving up, the youngsters kept working hard to practise even when their fingertips had turned red and swollen. At other times, they were able to experience the fun of playing with different types of music instruments, including cajons, acoustic guitars and ukuleles, in "Speed Jam" sessions, in addition to trainings on singing techniques to boost their music knowledge.

Singh Simran, who is now in Primary Five, joined the band as its main vocalists. As an ethnic minority, she said many fellow members have become her new acquaintances when they enthusiastically taught her how to read Chinese lyrics, in particular those of the song "My Pride" which they had to sing together. Her mother said she felt very proud on seeing her performance. Living in the area within the Hung Fook Street/Ngan Hon Street Development Scheme with the family awaiting relocation arrangements, Singh's mother believed that she would still keep in touch with parents of other band members after leaving To Kwa Wan.

Equally passionate was Wan Nga-hei, the acoustic guitarist in the band who couldn't read music scores at the start, yet in the end gave successful performances one after the other. "I feel



孩子們很努力練習，即使手指頭在練習彈弦時紅腫了，仍堅持彈奏，非常難得。
The children keep working hard to practise even when their fingertips have turned red and swollen.

到很驕傲。與家人居於鴻福街/銀漢街發展計劃範圍的她又稱，目前正等待遷置安排，但相信日後搬離土瓜灣後，仍會常常跟一班家長保持聯絡，不至於「人生路不熟」。

學習彈奏木結他的團員尹雅熙，由初期不懂看樂譜，到後來成功演出，頻說：「十分有滿足感，希望將來可繼續與其他朋友夾band！」雅熙一家在土瓜灣居住了十年，近年因獲分配公屋單位而遷至其他地區，而他則仍在土瓜灣區上學。尹太說：「作為家長我感到很開心，藉著這個計劃，可以多些與舊街坊聯繫。」

為樂團義務提供練習場地的聖公會牧愛小學校長陳裕均認為，計劃除凝聚社區網絡，有助孩子之間建立默契和友誼外，學習音樂亦協助訓練他們的恆心，特別是計劃為孩子提供了表演機會，讓他們在學習上更有目標。事實上，樂團演出機會可謂接二連三，除在去年底於中環「H6 CONET」社區空間作首次演出外，成員亦曾於今年一月在灣仔利東街廣場公開表演，另外他們還在市建局「學建關愛」義務工作計劃嘉許禮和�建局的年度春茗上擔任表演嘉賓，與市建局同事一同夾band演出呢！

彈奏木結他的尹雅熙（左）學成表演，獲媽媽（右）親身到場支持。
 Wan Nga-hei, the acoustic guitarist in the band, gives successful performance with his mother's support.



really satisfied, I hope in future I can continue to play in a band with other friends," he said repeatedly. Wan's family had lived in To Kwa Wan for 10 years before relocating to a public housing flat in other district, despite Nga-hei still attends school in To Kwa Wan. "I feel really pleased that I can still remain in touch with many friends in the old neighbourhood through this programme," said Mrs Wan.

Chan Yu-kwan, the principal of S.K.H. Good Shepherd Primary School who supported the programme by providing training venues for the kids band, agreed that the URA's initiative could help establish rapport and friendship among the children apart from forming a community network, while music training could help develop persistence in children, especially when they were given opportunities to perform, an imminent goal that has driven them to work hard.

In fact, the URA has made arrangements for the kids band to perform on several occasions. Apart from its debut gig at H6 CONET community space in Central late last year, the band also gave a performance at the public space of Lee Tung Avenue in Wan Chai last January. Besides, they were also guest performers at the URA's "Community Service Partnership Scheme" commendation ceremony and New Year spring reception, where the kids shined on stage when performing together with some URA colleagues.



在市建局年度春茗上，樂團小成員擔任表演嘉賓，與行政總監韋志成及市建局同事夾band演出。
 At the URA's annual spring reception, kids shine on stage performing together with Managing Director Ir Wai Chi-sing and some URA colleagues.

優化升降機資助計劃

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