

善用科技 加強前線服務 全力推進樓宇復修

Taking Forward Building Rehabilitation with Technology and Enhanced Frontline Services



隨着業主對大廈保養的意識日漸提高，樓宇復修的需求亦與日俱增。作為樓宇復修推手的市區重建局（市建局）近年積極回應，無論在硬件或軟件上均加強投入資源，務求全力推進樓宇復修，緩減市區重建的壓力。

較近期的例子，包括市建局參考了市場上物流處理的方法，設立全新的中央標書收集系統，令處理回標過程更快捷方便，大大縮短了樓宇復修工程輪候招標的時間。與此同時，由於新優化的「有需要人士維修自住物業津貼計劃」吸引了大量申請，市建局亦成立了專案小組，加強前線員工的服務，日夜趕工協助大批長者處理申請津貼事宜，當中不乏耐心與細心的講解及支援，務求能盡快讓有需要維修單位的業主展開工程，安居樂業。

The demand for building rehabilitation continues to increase with the rising awareness of owners on building maintenance over time. Serving as an impetus for building rehabilitation, the Urban Renewal Authority (URA) has been proactively adding resources to both hardware and software development in recent years in order to expedite the process of building rehabilitation and alleviate the pressure on urban redevelopment.

Recently the URA has applied new technology in setting up a brand new Centralised Tender Collection System, which speeds up the tender collection and handling process, and hence significantly reduces the time for organising building maintenance works. Meanwhile, as the enhanced "Building Maintenance Grant Scheme for Needy Owners" has drawn a large number of new applications, URA has established a dedicated team to strengthen its frontline services. To process a large number of subsidy applications from elderly owners, the team patiently and attentively explains and provides support to the applicants, so that elderly owners are guided through their application process and able to start the maintenance work for their flats as soon as possible.

標書收集處 Tenders Collection Point



已獲准人士方可
使用此系統
AUTHORIZED PERSONNEL
ONLY

【重要提示：投標者須知】

1. 投標者須於投標前，向本中心索取投標須知及投標表格。
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標書收集處設於大角咀「市建一站通」一樓，有繁簡中文及英語顯示，還可接駁至查詢熱線，非常方便。
At the Tenders Collection Point located on the first floor of Urban Renewal Resource Centre at Tai Kok Tsui, users are guided through the tender submission process with instructions available in traditional and simplified Chinese as well as English. Immediate access to enquiry service is also available through the system.

中央標書收集新系統 助業主加快籌組樓宇復修

New Centralised Tender Collection System Accelerates Building Rehabilitation Process for Owners

隨着「樓宇更新大行動2.0」、「消防安全改善工程資助計劃」及「優化升降機資助計劃」相繼推出，市建局協助業主處理招標的個案不斷上升，但現時一些硬件配套將不勝負荷，究竟如何解決此等問題，以避免影響業主進行大廈維修的進度？

「我們都替業主焦急，便想到借助科技解決問題，盡快協助業主做好大廈維修。」市建局樓宇復修經理林天江（Vincent）說。

在市建局工作近8年，Vincent見證着樓宇復修服務需求如火箭般飆升，近年設施開始不敷應用。為此，在管理層引領下，他與團隊花了接近年半時間，建立一套全新的中央標書收集系統，大大縮短業主在招聘大廈維修顧問服務及工程承建商所需的時間，間接加快了樓宇復修工程進度，令大廈住客及公眾安全更有保障。

標箱不敷應用，源於鼓勵業主維修大廈的資助計劃愈推愈多，特別是「樓宇更新大行動2.0」及「消防安全改善工程資助計劃」，有關資助計劃要求業主必須透過市建局「招標妥」的電子招標平台，招聘工程承建商或顧問，為大廈翻新。

「單是『消防安全改善工程資助計劃』，第一輪已收到二千幾宗申請，一幢大廈要同時招聘承建商及工程顧問，雖然每個合資格的申請會分批處理，而招標時間亦有異，但我們的標箱只有廿多個，每個最多只能容納十份八份標書，每次招標要用上兩至三個標箱，無論怎樣計數也不夠用。當我們觀察到同事預約標箱日期的情況開始緊張，正正就是預期的問題出現了。」Vincent解釋。

那麼大量加設標箱又如何？想想空間位置及設施配套等問題，就知不容易。Vincent的團隊甚至想過仿效商場「格仔舖」，把標箱疊高存放，「但難道要人家爬



Vincent與同事參考物流處理所用的條碼標籤及公共圖書館還書系統，開發一套全新的中央標書收集系統，解決標箱不敷應用的問題。

Taking reference from the practice of using barcodes in logistics services and the book return system in public libraries, Vincent and his colleagues have developed a new Centralised Tender Collection System to tackle the problem of tender boxes shortage.



標書經輸送帶送到後台，系統備有掃描器記錄招標大廈的資料。

Tender documents are carried by the conveyor belt to the system's backend, where details of the building for tender are read by the scanner.

梯入標？」參觀過政府部門及大企業後，團隊最終決定參考物流處理所用的條碼標籤及公共圖書館還書系統的做法，找來熟悉物流業的供應商，開發一套全新的中央標書收集系統，解決這個難題。

即時招標都無問題

系統設於大角咀「市建一站通」一樓，分前台及後台兩部分。投標者只要按電腦屏幕指示，簡單按幾個鍵，便可逐一把標書平放入輸送帶。在後台，電腦會記錄入標時間及招標大廈的詳情，並即時列印收據給投標者，同時系統會發放電郵確認。每天所收到的標

書，由核准的市建局職員掃描標籤上之資料，再根據招標大廈資料存放在指定的層架內。這系統每年最多可處理多達3,000個招標個案，遠超於傳統標箱的承載量。

到了截止投標後，系統更會自動結算標書數目並通知負責開標的註冊會計師，讓一眾見證開標的業主及會計師預留充足時間，務求令整個投標程序更快捷、妥當、安心。Vincent笑說：「如果有大廈業主來找我們，說明天就要招標，我們也可即時配合。不過現在還是初試階段，系統運作時可能還有地方需要微調，我們都有見招折招的心理準備。」



收集得來的標書，會妥善存放在這些層架上，容量遠遠大於傳統標箱。

Tenders received are stored in shelves with greater capacity than traditional tender boxes.



截標後，招標大廈業主與註冊會計師和市建局職員，一同見證開標。

Building owners, Certified Public Accountant and URA staff witness the opening of tenders upon the closing date.

滴水不漏以保招標公平公正

不過以往在招標期間，標書在開標前都不經人手處理，現在有些步驟卻涉及人手操作，如何減低風險？Vincent稱：「我們會在每份標書貼上層架的編號，確保不會錯放，並將加裝無線射頻辨識裝置，可以追蹤文件所在，把人為因素的風險減到最低。」

團隊在年半時間由構思到落實計劃，每周均開會檢視流程，在新設施啟用前，還特別邀來廉政公署及內部核數部門給予意見；此外新設施內外均加設閉路電視系統，務求做到滴水不漏，為業主及投標者提供一個更公平、公開、公正的回標程序。「如果當中有甚麼錯漏，我們的責任很大，所以每個步驟都要想得很仔細。」



開標時，業主在市建局同事陪同下，到新系統後台點算收回的標書。

Accompanied by URA staff, owners take stock of the tenders received at the backend of the system.

入標不用戴老花眼鏡 投標者業主皆受落

「電子入標方便得多！在屏幕按幾個鍵就可以，我不用戴老花眼鏡來找標箱，壓力細好多！」任職工程顧問公司的梁先生說，以前每次入標都很緊張，特別是他同時要投入幾份不同標書時，常常擔心會入錯標箱，「老闆會殺咗我㗎」。現在所有標書經同一收集入口處理，入標後又有即時收據，還會透過電郵通知公司負責人，梁先生表示安心得多。

安聯唐樓業主立案法團主席劉太，這天代表大廈來見證消防工程合約的開標。過去標箱上鎖開鎖的重責都落在法團委員身上，這次她首次使用新系統，大讚設計方便。劉太笑說：「時代真的進步了，現在大廈維修有市建局帶着我們一步步去做，一切程序都集中處理，不再像以前要自己慢慢摸索，真好。」



任職工程顧問公司梁先生

Works Consultant Company staff Mr Leung



安聯唐樓業主立案法團主席劉太（右）

(Right) Chairman of On Luen Building Owners Corporation Mrs Lau

便利同事 用家讚高質

然而凡有新嘗試，必定惹來不少迴響，這個中央標書收集系統也不例外。Vincent坦言，最初有同事擔心系統會令簡單的流程複雜化，也有人對它的穩定性存



標書放上層架前，都要貼上層架編號標籤，以確保存放的地方無誤。

Tender documents are labelled clearly to indicate their respective shelves to be stored in.

疑。他則說：「同事使用一段時間後，已慢慢領略到新系統的好處。傳統上，每年年底是工程招標的高峰期，如果今年8月還沒推出新系統，使用標箱的預約期可能已編排到明年2、3月，實在很難向業主交代。但現在隨着新設施啟用，這個問題已一掃而空了。」

其他用家的反應亦非常正面。曾有來開標的業主稱，「完全沒想過，招標妥服務收費1250元，會換來這樣高質的服務！」



中央標書收集系統的介紹片段。

Watch the Centralised Tender Collection System video for more details.

標箱的歷史任務

中央標書收集系統的啟用，標誌着流動標箱將完成歷史任務。

曾幾何時，樓宇復修工程的招標，是大廈業主的責任。業主一般會在大廈業主立案法團的辦公室進行招標，又或借用議員辦事處擺放標箱。因為缺乏標準化的系統監管，容易出現有違規矩的情況，例如據部分投標者所稱，在交標途中已被勸退、或在派標時有人訛稱標書已派完、甚至有個案聲稱其標書曾被丟進垃圾桶等等，這些情況往往會影響回標數目以至工程造价。

有見及此，自2016年開始，市建局推出「招標妥」樓宇復修促進服務，透過電子招標平台，以及委聘獨立專業人士協助業主籌組樓宇復修工程，減低被圍標的風險。隨着愈來愈多大廈業主使用「招標妥」服務，處理收標過程中的「標箱」設施安排便成為重要一環。



隨着招標程序電子化，標箱將完成歷史任務。

Old tender boxes retire from their duty as tender procedures have now become electronic.

Since additional subsidy schemes for building rehabilitation were launched, in particular the “Operation Building Bright 2.0” and “Fire Safety Improvement Works Subsidy Scheme”, more and more owners have recruited their work contractors or consultants through the URA’s “Smart Tender” electronic tender platform. It resulted in a shortage of tender boxes, causing delay in the tendering of building renovation work. To deal with the exponential growth of the demand for building rehabilitation services in recent years, in which existing facilities fell short to meet the needs, URA’s Building Rehabilitation Manager Vincent Lam and his team decided to develop a brand new Centralised Tender Collection System, taking reference from the practice of using barcodes in logistics services and the book return system in public libraries.

The new system is set on the first floor of Urban Renewal Resource Centre in Tai Kok Tsui. Work contractors or consultants can now submit their tenders by simply following the instructions on the computer screen, pressing a few keys and then placing their tenders on the conveyor belt one by one. In the backend, the computer will record the submission time and the details of the respective building for each tender. The tenderer will get a printout receipt and a confirmation e-mail

sent by the system simultaneously. URA staff will scan the tendering details and label the tenders received during office hours each day and sort them to the designated shelves. This system can handle 3,000 procurement cases at maximum each year, significantly exceeding the capacity of the conventional tender boxes.

On the closing date for tenders, the system will automatically generate the total number of tenders received and notify the Certified Public Accountant in charge of opening the tenders, so that owners and accountants can reserve sufficient time to complete the tender opening process. To ensure fairness and reliability, the team has also sought advice from the Independent Commission Against Corruption and internal auditors during the design stage, and installed surveillance cameras to make sure the system would operate with transparency.

Vincent said the Building Rehabilitation team has experienced the advantages of the new system since launch and users’ feedback is also positive. “We hope to further accelerate the process of building rehabilitation by applying the new system so that everybody can maintain and enjoy their comfortable home,” said Vincent.



每天所收集的標書，會由核准的市建局職員按既定程序嚴謹處理。

The tenders received each day are collected and processed carefully by designated URA staff, according to the established procedures.

除了協助長者交齊申請所需文件外，市建局亦會派員上門視察，為長者提供樓宇維修的專業意見。

Apart from helping the elderly in submitting the required documents, URA staff will also render inspection onsite offering professional advice to elderly applicants on building rehabilitation.



樓宇復修專隊 貼身助長者申請維修津貼

Dedicated Team Closely Assists Elderly Owners on Building Maintenance Grant Applications

樓宇復修資助及支援服務需求增加，除了反映在日益繁重的大廈維修工程招標工作外，市建局於今年7月接手推行的「有需要人士維修自住物業津貼計劃」，也吸引了大批長者申請，人數之多甚至超出了市建局預算。為應付需求，樓宇復修部成立了專案小隊，每天處理長者的查詢及申請；考慮到年長申請人需要耐心講解及支援，團隊又想盡各種辦法，當老人家的「盲公竹」，鼓勵及協助他們完成申請手續。

「我由1985年住到現在，子女都搬走了有自己的家，我們兩老怎捨得花錢維修？唯一擔心打風落雨，鋁窗會受不住跌在街上……所以當收到市區重建局來信，說可以申請維修資助，我便試試申請！」71歲的鮑啊沓婆婆，一邊看裝修師傅在落力翻新自己的老房子，一邊欣慰地說。

「你要明白，老人家甚麼也不懂，要填表又要交文件，跟着要到社會福利署拿申請長者生活津貼證明，再找師傅分開報價，最後還要補簽名，來來回回，好『論盡』……幸好鄺小姐好人，好幫得手，又關心我們這些老人家。」

坐在婆婆身旁的市建局樓宇復修主任鄺曉欣（Alice）忍不住打岔：「鮑婆婆『很叻』了！文件都遞交齊全，對於老人家來說，這可是挑戰啊！」

交齊文件 最大挑戰

市建局從香港房屋協會（房協）新接手推行的「有需要人士維修自住物業津貼計劃」，為自住物業的業主提供維修津貼，金額上限由原本\$40,000提升至\$80,000。新優化計劃的合資格申請者涵蓋年滿60歲或以上的長者、領取綜合社會保障援助及傷殘津



Alan（左一）和Bobo（右二）笑說，加入市建局以來，這陣子是最忙碌的了，但能夠幫助長者申請資助維修他們的家，再累也值得。前線的Alice（左二）及Kelvin（右一），有時甚至會收到老人家的問候電話，算是忙碌中的一點甜。

Alan (1st from left) and Bobo (2nd from right) both say their hard work pays off when seeing elderly owners are able to renovate their homes with the grants. Alice (2nd from left) and Kelvin (1st from right) treasure the sweet moments when receiving greeting calls from the elderly.



鮑婆婆（中）家中窗台滲水多年，終於成功申請資助維修，大讚身旁的市建局同事Alice（右一）「幫得手」。另一同事Kelvin（左一）則說不介意像社工，成為老人家傾訴對象。

Elderly owner applicant Pao (centre) commends URA staff Alice (1st from right) for helping her in successfully applying for grants to fix her leaking bay window. Another colleague Kelvin says he is willing to lend his ear to the elderly and listen to them with sympathy.

貼的業主，同時放寬申請人資產上限，由單身人士及夫婦的\$710,000及\$1,078,000提高至\$1,065,000及\$1,617,000。由於津貼額提高增加了計劃的吸引力，合資格申請人數大增，市建局每月收到高達600宗申請，高峰期一日有過千個查詢留言。

Alice說：「我們晚晚加班到十點，試過辦公時間後打電話給申請人，公公婆婆都忍不住問，『點解咁夜仲唔收工？』又試過捱病了，翌日返工，收到公公婆婆的溫馨問候電話。」

申請者中約有九成是老人家，要確保他們交齊申請文件，例如承辦維修工程承建商的商業登記證影印本、列明維修工程項目及工程明細金額的報價單、長者生活津貼或傷殘津貼證明影印本等等，是Alice最艱巨的任務。

「有些公公婆婆會覺得交文件很麻煩，特別是長者生活津貼證明，他們認為每月銀行打簿入數便是證明，

卻不明白簿仔記錄未必足夠，所以才需要他們去社署領取證明書……我們只能耐心解釋，只要遞交長者生活津貼證明，他們在申請津貼時便可以免去入息審查，手續可簡便些。」



資助獲批後，裝修師傅隨後到鮑婆婆家更換鋁窗。

Old window frames are being replaced with new ones in Pao's flat upon the granting of building maintenance allowance.



市建局位於長沙灣的辦事處，亦有樓宇復修部職員協助解答長者疑問。

Building rehabilitation Staff at URA's Cheung Sha Wan office address enquiry from elderly owners.

像朋友也像社工

曾任職空中服務員的樓宇復修主任陳永杰（Kelvin）憶述，有位曾申請房協資助的婆婆，不滿要遞交多份文件，一天三次來電質問，語氣頗兇。「我惟有請她翌日親自到長沙灣辦事處，當面向她解釋清楚。怎知見面時她連聲道歉，說自己家裏近日太多瑣碎事，心煩氣燥才亂罵人。後來我每天都收到她電話，有時告訴我她剛飲完茶，着我不要急，工程打算明年才開工，像變了朋友一樣，很有趣。」

漸漸地，Kelvin有時甚至成了長者訴苦的對象。「試過有老人家講到喊，說婆媳關係差，新抱不願意付維修費……所以希望我們快點去家訪，早日批出資助。但其實同事的壓力也大，每人每天要家訪7至8個單位，然後每個個案要撰寫詳細報告，真的需要時間……不過很多老人家其實只想找人傾訴，我們也不介意當個『樹窿』，聆聽安慰一下。」

簽文件外送服務

除了要交齊文件，申請人在資助批出後要到市建局辦事處宣誓及簽署協議書，也是一大挑戰。市建局樓宇復修經理鄧寶芝（Bobo）說：「有些申請人身體較虛弱，行動又不便，我們會安排『外送服務』，請同事親身帶齊文件上門替他們辦理手續。另有些患腦退化症的，我們便盡量簡化或豁免程序，務求令更多老人家受惠。」

雖然工作量大增，但Bobo形容，這始終是「搵石仔」的工作，要用人性的方式處理。「我們正研發新電腦系統，利用手機短訊（SMS）通知長者及其直系親屬，減省文書往來的時間，也可讓申請人子女更掌握整個申請過程，隨時可向長者提供協助。而為鼓勵更多合資格的長者申請，我們又預備了可提醒老人家定時服藥的電子藥盒、毛巾等作禮物，只要長者們完成申請手續便可獲贈，鼓勵他們盡早交齊文件。」

樓宇復修高級經理呂威倫（Alan）補充：「雖然申請人都希望手續能簡便一些以盡快獲批資助，但我們亦必須把關，確保審慎運用公帑。成立專隊的用意，就是希望能減省長者的負擔，讓他們盡快申請資助維修自己的家。」

電子藥盒及毛巾等小禮物，用來鼓勵長者盡早交齊文件。

To encourage more eligible elderly owners to apply and submit all required documents, URA has prepared special gifts, such as electronic pill boxes with alarms for those who have completed their application procedures.



Apart from the increasing demand for building rehabilitation subsidy and assistance, the “Building Maintenance Grant Scheme for Needy Owners” (BMGSNO), launched by the URA in July, has also drawn a large number of elderly applicants, much beyond URA’s expectation. To cope with the demand for service, the URA has set up a dedicated team in the Building Rehabilitation Division to handle elderly people’s enquiries and applications. In view of the extra patience required to explain and assist elderly applicants, the team has come up with different ways to guide the elderly throughout the application process.

Taking over the administration of the scheme from the Hong Kong Housing Society in July, the enhanced BMGSNO provides maintenance subsidy of \$40,000 to 80,000 to owners who live in their own properties. The scope of the scheme has expanded to cover owner-occupiers who are aged 60 or above, or recipients of the Comprehensive Social Security Assistance Scheme and Disability Allowance, and the asset limit for applicants has also been relaxed. Since both the amount of subsidy and number of eligible applicants have increased, the URA has received up to 600 applications each month and over a thousand enquiries a day at peak level.

With 90% of the applicants being elderly, the team is faced with the toughest task of ensuring the submission of all required documents, such as copies of their Old Age Living Allowance

and Disability Allowance. The frontline staff have to patiently explain and assist the applicants throughout the procedures. They sometimes even play the roles of social workers and listen to the elderly. For applicants who are physically weak or with restricted mobility, the URA would arrange on-site service to have staff bringing in all required documents and complete the procedures in the applicants’ homes. For applicants with dementia, the URA staff will simplify or exempt some procedures to assist the elderly owners.

To the BMGSNO Team, helping elderly with their applications are tasks that require patience and care. To allow applicants’ family members to stay in the loop of the application process, the URA will soon launch a new communication system to contact the elderly or their immediate family via SMS. To encourage more eligible elderly owners to apply, the team have also prepared special gifts, such as electronic pill boxes with alarms and towels for those who have completed their application procedures, as an extra incentive for them to submit all required documents as soon as possible.

Alan Lui, Senior Manager of Building Rehabilitation, added, “We understand the elderly owners wish to receive their grants promptly but we are obligated to ensure the good use of money from the public purse. The setting up of the BMGSNO team is to assist the elderly applicants closely, ease their burden and help them obtain the grant to revamp their homes soon.”



Alan（右）和Bobo（左）說，對於行動不便的老人家，團隊會提供「外送服務」，上門替他們辦理手續。
Alan (right) and Bobo (left) say the URA would arrange on-site service for applicants who are physically weak or with restricted mobility.