2010 Summit on District Administration
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Chapter 1
Policy Background

The District Administration Scheme has been implemented since 1982. Under the Scheme, a District Council (DC) (formerly known as District Board) and a District Management Committee, chaired by the District Officer concerned, have been established in each of the 18 districts in Hong Kong. The aim of the Scheme is to achieve a more effective coordination of the Government’s provision of services and facilities at the district level to ensure that the Government is responsive to district needs and problems, and to promote public participation in district affairs.

DCs are important advisory bodies on issues of district and territory-wide interests. Apart from playing an active role in reflecting public opinion and promoting community building in the districts, DCs contribute greatly to the monitoring of the delivery of public services at the district level and promotion of government initiatives.

With the development of the society, there are higher aspirations for better living environment and quality of life, and hence greater expectations of DC members. The Government has conducted several reviews on the functions and role of DCs over the years so that the work of DCs will keep up with the times.

Following a comprehensive review on the functions and role of DC members in 2006, the Government fully implemented in the 18 districts the various new arrangements to enhance the role and functions of DCs when the current DC term commenced in January 2008. The arrangements cover the following three major areas:

(1) Participation in the management of some district facilities;

(2) Provision of additional resources for carrying out district minor works (DMW) projects; and

(3) Provision of additional resources for carrying out community involvement (CI) activities.
All DCs have been involved in the management of some district facilities, including community halls, libraries, leisure grounds, sports venues, public swimming pools and beaches, which are closely related to the lives of the residents. As DCs are familiar with their districts, their participation will make the arrangements on district facilities better meet the needs of the public.

Starting from 2008-09, a dedicated capital works block vote of $300 million was to be made available to DCs annually to implement DMW projects initiated by DCs. Since the implementation of the DMW Programme, DCs have been actively involved in improving district facilities, the living environment and hygiene conditions in the districts. At present, works projects implemented by DCs include improvement/construction of footpaths, footbridges, leisure facilities and pavilions, as well as upgrading/improvement of community halls/community centres and recreational, cultural and sports facilities. Many district facilities have been improved under the DMW Programme.
From 2008-09 onwards, the annual provision to DCs for organising CI activities has been increased to $300 million for them to organise activities with local characteristics and implement partnership programmes with local organisations of various sectors in order to cater for the needs of the residents in the districts.

The Government also attaches great importance to exchanges between bureaux/departments and DC members. Since the commencement of the current DC term in 2008, a number of measures have been implemented to further enhance the communication between the Government and DCs. Apart from the Summit on District Administration, the measures include the following:

1. Arrangements for Heads of Departments (HoDs) with direct interface with the public to attend DC meetings: HoDs have so far attended over 150 DC meetings.

2. Briefings by HoDs on territory-wide issues of mutual concern: Five briefing sessions have been organised so far, namely “Evaluation of the Pilot Scheme in four Selected Districts” by the Director of Home Affairs, “Strategic Issues of Planning and Transport Development in Hong Kong” by the Director of Planning and the Commissioner for Transport, “Strategic Development of Railways and Highways” by the Director of Highways, and “Strategic Aspects of Environmental Protection Measures in Hong Kong” by the Permanent Secretary for the Environment.

3. Briefings for DC Chairmen and Vice-chairmen on issues of importance: Since 2008, government officials have briefed DC Chairmen/Vice-chairmen on over 60 issues at their monthly regular meetings.

4. Consultation of DCs on territory-wide issues: Since 2008, DCs have been consulted on over 80 territory-wide issues.
Chapter 2

Summit on District Administration

Since 2008, Summit on District Administration has been held periodically to provide a platform for the senior echelon of the Administration and DC members to take stock of progress made in district administration, share best practices among DCs and discuss matters affecting people’s livelihood.

The first Summit on District Administration, chaired by the Chief Executive, was held in May 2008. The Chief Executive hosted and opened the Summit with a keynote speech, while the acting Chief Secretary for Administration attended the concluding session. There were six break-out group discussion sessions chaired by the 18 DC Chairmen on topics closely related to the livelihood concerns of the local community, including “Harmonious Community and Cultural and Sports Activities”, “Social Welfare”, “Environmental and District Hygiene”, “Transport and Housing”, “Development and Heritage Conservation” and “Environmental Protection”. Directors of Bureaux (DoBs) responsible for the policy areas concerned attended the respective sessions to exchange views with the participants. A report on the Summit was issued in August 2008, followed by a progress report on the implementation of initiatives in January 2009.
Having regard to the feedback of DC members on the 2008 Summit, the 2010 Summit adopted a new approach by holding an addition of four regional forums for Hong Kong Island, Kowloon, New Territories East and New Territories West, so that participants could have ample time to exchange views with senior government officials. The respective topics of the regional forums were “Management of District Facilities”, “Building Management and Maintenance”, “Community Involvement Activities” and “District Minor Works”, which were issues of concern about district affairs to DC members and the public.

The regional forums were held with success in June 2010. It was attended by about 600 participants as well as the Principal Officials and HoDs concerned. Details are at Annex 1.

At the regional forums, the participants actively expressed their views and offered constructive suggestions, providing the bureaux and departments concerned with first-hand information on the four topics of discussion and a direct understanding of the concerns and needs of the local communities to effectively improve the existing services and initiatives.

The Summit held its reporting session in July 2010. The four DC chairmen, who served as moderators at the regional forums, reported to the Chief Executive the major discussions at the four forums. Details are at Chapter 4.
Chapter 3
Topical Discussions

The regional forums for the 2010 Summit on District Administration each featured a topic of discussion. The forums were moderated by DC chairmen and invited the participation of relevant DoBs and HoDs. The major discussions at the four regional forums are summarised below:

Management of District Facilities

The Secretary for Home Affairs put forward three approaches for DCs’ consideration when organising activities at district facilities:

(1) Interaction: To increase the participation of members of the public and local organisations so as to enhance their sense of belonging to the districts and involvement in community affairs.

(2) Introduction of expertise: To widen the scope for cooperation to engage the efforts of various government departments and organisations so as to enhance district facilities and services.

(3) Cross-district collaboration: To foster cross-district collaboration for better promotion, greater effectiveness and better utilisation of resources in organising activities so as to share experience and achieve synergy.

The Secretary for Food and Health remarked that his Bureau was committed to improving the district facilities, including:
(1) Re-allocation of vacant hawker pitches and stepping-up of the cleansing of rodent blackspots.

(2) Appointment of DC members to the Market Management Consultative Committees to serve as a channel of communication between the public and the government departments concerned.

(3) Refurbishment of public toilets and refuse collection points to meet the needs of the community.

** Highlights **

Most participating DC members agreed that the District Facilities Management Committees (DFMCs) of DCs could act as a platform for communication with the relevant government departments and district organisations on management of district facilities. Apart from enhancing the “hardware”, DCs should be able to contribute even more on managing the accompanying “software”, including promoting the optimal use of the district facilities through their extensive district network, so as to accomplish such goals as promoting district arts, sports for all and social harmony.
Details of Discussion

Community Halls

(1) The existing stage set-up as well as lighting and sound systems of community halls could not meet the needs of professional performing groups. It was proposed that:

1. DC funds for DMWs might be used to improve stage, light and sound facilities of community halls, and to invite small to medium-sized professional performing groups for performances, so that community halls might bring into fuller play their role in the promotion of art in the community.

2. In the long run, the Government should invite DCs, professional performing groups and the local community to participate in the design of the schedule of accommodation and layout of community halls to ensure that new community halls would meet the different needs of the community.

3. Manpower and resources should be increased for enhancing the management of community halls, in particular, technical support for lighting and sound systems and front-house services to professional performances.

(2) Consideration should be given to increase the number of community halls, in the light of their utilisation rate and heavy booking in various districts.

(3) With the advance in technology, the feasibility of online booking of community hall facilities should be examined to facilitate organisations in submitting booking applications.
Libraries

(4) DCs’ participation in the management of public libraries should be enhanced:

1. Public libraries should work in collaboration with DCs to organise activities with district characteristics, such as reading schemes and writing competitions, so as to enable the local communities to make good use of the library facilities and to promote reading.

2. DCs should be consulted on a regular basis on the procurement of library books, so as to better cater for the needs of local readers and build up collections with district characteristics.

(5) Library facilities were inadequate to meet public demand in certain districts.

1. More libraries should be provided, and district libraries should be planned for districts with a large population.

2. Community libraries of greater scale should be set up in more districts through cooperation between DCs and district organisations, so that readers might have easier access to library books and expand reading horizons.

(6) DCs should be consulted regularly on library services. For example, additional sockets should be installed for users to recharge their notebook computers.

Leisure Facilities

(7) DCs’ participation in the management of parks and recreational facilities should be enhanced to provide various facilities and services having regard to the local needs of individual districts. For example:
1. Some park facilities should be converted to provide more recreational facilities to better suit the needs and activities of the elderly in districts with ageing population.

2. More inclusive play facilities should be provided for both disabled and able-bodied children in districts as appropriate.

(8) The many rules on the use of parks managed by the Leisure and Cultural Services Department (LCSD) should be simplified as far as practicable in consultation with DCs for the public to better enjoy the leisure facilities in the parks.

(9) The lighting of parks that was close to residential buildings caused light pollution at night and was a waste of energy. The opening hours of these parks should be shortened in consultation with DCs and having regard to the local needs of individual districts (including the location and utilisation rate of the parks, etc).

Sports Facilities

(10) DCs could, in collaboration with local organisations, organise community activities for the elderly in sports venues. For instance, teaching the elderly to use the facilities of the sports venues for physical exercise through recruiting volunteer trainers.

(11) With a growing population, some districts did not have enough swimming pool facilities, such as indoor heated pools.
Cultural and Recreational Facilities and Integrated Activity Centres

(12) Medium-sized cultural performance complexes should be built in districts to provide more platforms for performing arts and venues for activities, such as a cultural complex on the ex-North Point Estate site.

(13) Integrated activity centres should be built in districts with few cultural and recreational facilities, such as Lamma Island.

Public Markets and Toilets

(14) DCs’ participation in the management of public markets should be enhanced, for example:

1. To examine the issue that stalls in public markets were not fully utilised, as market traders used the stalls for storage and ran the business in shops nearby, creating environmental problems.

2. To improve the facilities in some markets, in particular the access points and passageways, which did not fully meet the needs of the disabled.

(15) DCs’ participation in the management of public toilets should be increased through, for example, regular inspection of the hygiene conditions of public toilets by District Environmental Hygiene Superintendents and DC members.
District Council Ordinance

(16) The provisions applicable to district facilities in the District Council Ordinance should be reviewed to provide for a more comprehensive definition.

Improvement to District Facilities

(17) DCs should be allowed to engage their own contractors instead of the term consultants specified by the Government or the departments concerned when carrying out building or improvement works on district facilities.

Building Management and Maintenance

The Secretary for Home Affairs stated that building management was a complex issue involving many aspects and different stakeholders. He said that the support for property owners of old buildings should be further enhanced, in particular assistance to owners of buildings without property management companies, owners’ corporations (OCs) nor residents’ organisations (commonly known as “three-nil” buildings), so that they may properly manage their buildings. There was also a need for property management companies to play a more active and effective role in building management. In addition, it was also necessary to promote effective building maintenance to slower the ageing process of buildings.

The Secretary for Development said that while building owners had the ultimate responsibility to properly maintain their properties, the Development Bureau (DEVB) would facilitate in its policies in all aspects to enhance the safety of old buildings, including legislation, law enforcement, support and assistance measures, and publicity and public education. DEVB had also formed a core team led by the Secretary for Development to conduct in-depth studies into the relevant policy areas.
**Highlights**

Most participating DC members recognised the Government’s efforts in building management and maintenance, and suggested that additional resources should be allocated to further enhance the effectiveness with a view to raising the general standard of building management and maintenance. The views expressed by DC members were mainly on: enhancement of the management of old buildings, regulation of the property management industry, balancing the rights and responsibilities of owners, the Operation Building Bright which provided subsidies to owners for building maintenance works, enforcement action against water seepage, sub-divided units and unauthorised building works (UBWs), etc.

**Details of Discussion**

**Enhancement of the Management of Old Buildings**

(1) Some buildings in old districts did not engage any property management company, nor did they have an OC or a residents’ organisation. Most of them were old single tenement buildings and the number of units was small. The residents were mostly the elderly or the grassroots. Suitable professional support and financial assistance should be provided to owners with genuine needs to enable them to fulfil their responsibilities in building management.

(2) Some owners had little awareness of building management and building safety. The Government should allocate more resources and increase manpower to enhance training for property owners as well as publicity and public education, thereby increasing owners’ understanding of their responsibilities and role in building management as well as promoting further a culture of proper building maintenance.
Regulation of the Property Management Industry

(3) The existing threshold for setting up a property management company was not high, hence their quality varied. The Government should introduce a licensing regime for the property management industry, strengthen the regulation of property management companies, and encourage the industry to raise their service standard.

Balancing the Rights and Responsibilities of Owners

(4) Reviews should be conducted on the requirements relating to the number of owners’ shares required for the formation of OCs and the requirements for the quorum of owners’ meetings. It was opined that while facilitating owners in managing their buildings, it was also necessary to ensure an adequate representation of OCs and owners’ meetings so as to reflect the wishes and point of view of the majority of the owners.

(5) Ways should be considered to better address the concerns relating to Deeds of Mutual Covenant (DMCs) of buildings. Such concerns included the requirement for forming multiple OCs for old buildings covered by more than one DMC, and the terms in DMCs under which the responsibilities/expenses on management fees and maintenance borne by owners were disproportionate to the number of shares they owned.

Operation Building Bright

(6) Funding for Operation Building Bright should be increased and the threshold for applications should be relaxed to benefit more owners.
(7) There were suspected cases of “tender-rigging” in participating buildings in Operation Building Bright during the planning and implementation of the maintenance works. Monitoring of professional consultants and contractors should be enhanced and guidelines and professional advice should be provided for owners so as to curb and prevent “tender-rigging”.

Water Seepage

(8) The enforcement power of the Joint Offices set up by the Food and Environmental Hygiene Department (FEHD) and the Buildings Department (BD) to deal with water seepage problems should be strengthened, so as to enhance its efficiency and effectiveness in handling water seepage cases.

(9) Since cases of water seepage usually involved legal liability of owners, the Joint Offices should provide owners with more professional advice, guidelines and mediation services to assist owners and residents to resolve disputes over water seepage.

(10) In view of water seepage cases found in some newly completed buildings still in the maintenance period, monitoring of the design and quality of new buildings should be stepped up, so that residents of the buildings concerned would not have to suffer from nuisances caused by water seepage for a long period of time.

Sub-divided Units

(11) Sub-divided units generated many management problems in buildings and might even impair the structural safety. There should be regulation of such works through legislation, so as to safeguard the life and property of owners and residents.

Unauthorised Building Works (UBWs)

(12) The Government should allocate more resources to BD for complete eradication of UBWs, instead of the current mechanism of dealing with UBWs in order of priority.
Community Involvement (CI) Activities

The Secretary for Home Affairs remarked that CI activities should seek development in the next higher plane, and hoped that the activities would focus on culture, arts and sports, promote the healthy development of young people and foster family core values. He also encouraged DCs to explore and make use of the valuable natural, historical and cultural resources of their respective districts so as to incorporate district characteristics in CI activities.

The Secretary for Labour and Welfare said the welfare services of the Government had always been “district-based” to meet the needs of the local communities. The Community Investment and Inclusion Fund, the Partnership Fund for the Disadvantaged and the Child Development Fund encouraged collaboration between the community, the business sector and the Government to promote community involvement and help the socially-disadvantaged.

Highlights

Most participants agreed that CI activities should be further enhanced and developed along the three directions of “continuity”, “professionalism” and “inclusiveness”, as well as integrating CI activities with district characteristics, including the distinct natural ecology and/or historical and cultural heritage.

The Government should strengthen the promotion of various funds under the Labour and Welfare Bureau (LWB). In districts with poorer conditions, more caring community activities on helping the elderly and the underprivileged should be promoted.
Details of Discussion

Injection of New Elements into CI Activities

(1) The “continuity” of CI activities should be enhanced:

1. To train talents through community activities. For example, training courses might be organised for participants to acquire the basic skills in conducting guided tours so that they might participate in community activities and continue to serve the community. Workshops might also be held so that the participants might better understand the messages promoted in the activities.

2. Projects financed by DC Funds had to be completed by the end of the financial year. As a result, most projects commenced in the second half of the financial year. The use of DC funds for activities straddling more than one financial year should be allowed. This would give the organisers more flexibility in planning as well as more time for engaging the local community, thereby bringing greater benefits to the public.

(2) CI activities should be geared towards professionalism by engaging professional bodies for cross-sectoral collaboration and extension of community networks. For example:

1. To stage community involvement musicals, with stories from the districts, performance by the public and basic musical training provided by professional arts groups.

2. To organise for audience visits to historical trails in the districts to enhance their understanding of the story behind and to arrange post-performance seminars for them to share their views on the performance with the troupe.
3. To invite professional arts groups to host Chinese music concerts and dance performances, as well as appreciation sessions.

(3) CI activities should be more inclusive to help build a caring and supportive community. For example, the participation of the elderly and the disabled in various cultural, arts, recreational and sports programmes should be enhanced to disseminate the message of caring.

(4) CI activities should incorporate district characteristics. For example:

1. To capitalise on the natural resources of the districts and organise various conservation activities and promote eco-tourism.

2. To capitalise on the cultural and historical resources of the districts and organise cultural and heritage activities to promote public understanding of the districts and their sense of belonging.

Enhancement of Publicity and Promotion

(5) Promotion and publicity of CI activities should be strengthened. For example:

1. To coordinate territory-wide publicity on district activities by the Home Affairs Department (HAD) Headquarters to strengthen the effectiveness and impact of promotion.

2. To install electronic screens in spots with high pedestrian flows in the 18 districts to disseminate information on community activities and DCs.

(6) Regular briefings on DC funds should be held to increase local organisations’ understanding on the application and use of the funds so that activities could be organised properly, and to allow participants to exchange their views on their experiences in organising community activities.
Enhancement of the Role of Mutual Aid Committees (MACs)

(7) MACs helped promote community cohesion at the district level and played an important role in organising CI activities.

1. The restrictions on the use of funds in organising CI activities should be relaxed to give MACs greater flexibility in organising activities.

2. The financial resources for MACs should be strengthened, for example, by increasing the quarterly assistance to MACs and introducing an additional one-off subsidy to enhance their operating effectiveness.

Recreational and Sport Activities

(8) LCSD should collaborate with DCs in organising more cross-district sports events, such as long distance runs in the 18 districts, to promote public understanding of the districts and their sense of belonging.

(9) LCSD and DCs should work together to develop sports/recreational activities that incorporated district characteristics, such as dragon boat races in Tai Po District and windsurfing activities in Southern District.

(10) The utilisation rate of some LCSD sports facilities, such as squash and tennis courts, was low. However, under the regulations of LCSD, local organisations could not use these facilities free of charge to organise district sports fun days. To encourage public participation in recreational and sports activities, LCSD should consider revising the existing regulations to allow local organisations to use facilities with low utilisation rate for free to promote sports.
Arts and Cultural Activities

(11) LCSD should provide a performance platform for community art and cultural activities organised by DCs to encourage local cultural organisations to participate in the performances and use LCSD’s performance venues to bring art to the community.

(12) LCSD should review the arrangement of cultural and entertainment programmes in consultation with DCs so as to increase the diversity of arts and cultural programmes alongside traditional cultural and entertainment programmes.

(13) The concept of West Kowloon Cultural District should be brought to the district level to gain the advantage of promoting arts in the districts:

1. DCs should organise more activities to develop the youth’s interests and appreciation of arts and culture so as to broaden the audience base.

2. More opportunities should be made available for the elderly to enjoy arts performances for free.

Community Care Activities

(14) The publicity of the Community Investment and Inclusion Fund, the Partnership Fund for the Disadvantaged and the Child Development Fund should be enhanced, so that more local organisations would be aware of and apply for these Funds to provide appropriate assistance to the disadvantaged.
(15) Community resources should be increased to assist local organisations in holding district-based integrated support services and community care programmes to help the disadvantaged to integrate into the community. For example, in districts with a lot of old buildings where singleton elderly, low-income families and new arrivals lived, LWB should help promote more community caring programmes for the elderly and the disadvantaged with the Funds under its purview.

(16) The community-based child care project should be further enhanced to benefit more families in need.

Tree Protection

(17) Public participation in tree protection should be encouraged to enhance public awareness of tree conservation. Through the assistance of relevant government departments, the general public could acquire some basic knowledge of tree identification to help report trees suspected with problems.

District Minor Works (DMWs)

The Secretary for Home Affairs expressed that as a new initiative, the DMW Programme encountered difficulties and problems in the course of implementation, for example, the planning stage of some projects was longer than expected. Nevertheless, the Programme was gradually fine-tuned with experience, which has not only improved local environment but also created job opportunities.

Highlights

Most participants agreed that after having been fully implemented in the 18 districts for over two years, the DMW Programme was bearing fruits. The Programme contributed to the improvement of local environment for the benefit of the community,
and was indeed a worthy programme which should be continued. DC members had expressed views mainly on the management and maintenance, cash flow arrangements, the work of term consultants and exchanges among DCs.

**Details of Discussion**

**Management and Maintenance**

(1) With the gradual completion of DMW projects, the amount of management and maintenance work had increased correspondingly. It was proposed that:

1. The provision for recurrent expenditure should be raised to meet the increasing costs of management and maintenance.

2. The management and maintenance work should be outsourced to private contractors.

3. In considering the implementation of projects, DCs should also take into account the recurrent expenditure requirements and engage relevant departments should as far as possible to deploy their resources to take up the management and maintenance of new facilities and conduct regular reviews.

**Cash Flow**

(2) If some projects fell behind schedule, the provision for the financial year would be under-spent. It was suggested that:

1. The feasibility of operation in the form of a designated fund should be studied, so that the unspent project provision could be brought forward to the following financial year for use by DCs.
2. Works agents should strive to avoid delay of construction works, which would have negative impact on cash flow in the following financial year.

Term Consultants

(3) Term consultants were commissioned through tender and their fees reasonably reflected market prices, yet some DC members considered that their fees were on the high side. It was suggested that:

1. Breakdown of project fees and relevant information should be provided to DCs.

2. Reference to consultancy fees of other works departments should be made.

3. Additional staff resources should be allocated to the Works Sections of HAD and the District Offices to handle relatively simple projects so as to reduce DCs’ expenditure on term consultancy fees.

4. Consultants of varying levels should be commissioned according to the estimated expenditure of the projects. Relatively simple projects may be handled by consultants of a lower level that charged less.

(4) Term consultants tended to deploy more manpower resources on projects with a higher budget so as to earn higher consultancy fee, thereby affecting the progress of projects with a lower budget. It was suggested that:

1. The performance of term consultants should be monitored more closely.

2. DCs should be provided with a detailed breakdown of the project costs and relevant information.

(5) The term consultants should better support DCs in implementing projects. It was suggested that:

1. Term consultants should be required to pre-meet with DCs more frequently so that DCs could keep abreast of the works progress, so as to reduce the need to discuss the details at the meetings and to revise the scope of works.
2. Consideration should be given to engage term contractors to undertake similar projects (e.g. rain shelters/pavilions) at the prices set out in their contract quotations so as to save tendering process for each project.

3. Coordination and communication among government departments should be enhanced to provide early advice on the projects to ascertain project feasibility.

**Exchanges and Cooperation amongst DCs**

(6) Exchanges and cooperation amongst DCs should be enhanced. It is suggested that workshops should be held to share experience on the implementation of DMWs.
Chapter 4

Reporting Session of the Summit on District Administration

After the four regional forums on “Management of District Facilities”, “Building Management and Maintenance”, “Community Involvement Activities” and “District Minor Works” were held in June 2010, the four DC Chairmen, Mr Chan Tak-chor, Chairman of Central and Western DC, Mr Wong Kwok-keung, Chairman of Kowloon City DC, Mr Ng Sze-fuk, Chairman of Sai Kung DC, and Mr Chau How-chen, Chairman of Tsuen Wan DC, who served as moderators at the respective forums, consolidated the major views of the participants expressed at the forums and reported them to the Chief Executive at the reporting session on 21 July 2010. The session was also attended by the acting Chief Secretary for Administration, the Secretary for Home Affairs, the Secretary for Food and Health, the Secretary for Development, the Secretary for Labour and Welfare, as well as the Permanent Secretaries and HoDs concerned.
Management of District Facilities

Mr Chan Tak-chor, Chairman of Central and Western DC, expressed that apart from the provision of funding to enhance the “hardware” of district facilities, the DFMCs should be able to contribute even more on managing the “software” of the facilities, including promoting the optimal use of the district facilities through the extensive district networks of DCs so as to accomplish such goals as promoting district arts, sports for all and community harmony.

Mr Chan also pointed out that currently the utilisation rate of civic centres and community halls in the districts were very high, and urged the Government to build more performance venues and platforms for performing arts. He shared experience on the Trial Scheme on Community Arts Performance Programmes implemented in the four districts on Hong Kong Island. The DCs concerned had used the fund for DMWs to upgrade the stage and light and sound facilities of community halls, and arranged through LCSD for four professional performing groups to give dance, theatrical, Cantonese opera and musical performances in four community halls in rotation for the enjoyment of the public.

With a growing population, there were not enough sports facilities in some districts to meet public demand. The Government should provide more sports facilities in consultation with DCs, and organise more recreational and sports programmes in
collaboration with DCs and district organisations. He also suggested that the Government should provide recreational facilities that suited local needs of individual districts. For instance, in districts with a larger elderly population, park facilities should be converted to leisure facilities for the elderly.

Mr Chan also suggested that additional libraries and district libraries should be provided, and more community libraries should also be set up through collaboration between DCs and district organisations to promote reading in tandem with the community reading schemes.

As regards public markets and public toilets, Mr Chan consolidated the views of DC members and pointed out that currently some markets were not fully utilised and some facilities could not meet the needs of the disabled. It was hoped that the Government could make improvement and conduct regular inspections for better hygiene conditions.

**Building Management and Maintenance**

Mr Wong Kwok-keung, Chairman of Kowloon City DC, remarked that DCs was seriously concerned about some “three-nil” buildings in old districts. They opined that the Government should provide suitable professional support and financial assistance to owners with genuine needs, e.g. the elderly or low-income earners, and
enhance publicity and education so that owners would better understand and fulfil their responsibilities in building management.

Mr Wong said that the existing threshold for setting up a property management company was not high, hence their quality varied. It was hoped that the Government would introduce a licensing regime for the property management industry, strengthen the regulation of property management companies, and encourage the industry to raise their service standard.

As regards building maintenance, Mr Wong pointed out that DCs generally agreed that Operation Building Bright provided practical assistance to owners and the living environment of the residents had been improved. DCs considered that the funding for the Operation should be increased and the application threshold be relaxed. He opined that the Government should also recruit additional staff for the work, and provide more guidelines and professional advice in support of the OCs to enable proper selection and monitoring of works consultants and contractors as well as prevention of problems such as transfer of benefits between works consultants and contractors and “tender-rigging” among contractors.

Besides, Mr Wong said that water seepage was a very common problem in buildings in old districts. He suggested that the Joint Offices dealing with water seepage problems should provide owners with more professional advice and guidelines and introduce mediation services to assist owners and residents to resolve disputes over water seepage. He also suggested stepping up the monitoring of the design and quality of new buildings, so as to tackle water seepage at source.

Mr Wong considered that the Government should speed up the removal of UBWs. The Government removal orders should give the owners adequate time and be in tandem with maintenance works of the buildings. Furthermore, the Government should strengthen education for owners and residents on building management and fire safety.

Regarding sub-divided units, Mr Wong remarked that the Government should consider stepping up regulation to safeguard the life and property of owners and residents against the effects of such works.
Community Involvement (CI) Activities

Mr Ng Sze-fuk, Chairman of Sai Kung DC, reported that DCs were able to make effective use of DC funds to provide a variety of activities for the public to promote their involvement in community affairs, which helped enhance their sense of belonging to the community and social cohesion and increase the interaction among members of the public.

Mr Ng pointed out that most DCs considered that new elements should be introduced into CI activities, including continuity, professionalism, inclusiveness and integration with district characteristics. For example, with the establishment of the Hong Kong Geopark which stretched across Tai Po, Sai Kung and North District, the three DCs concerned had jointly participated in the International Travel Expo Hong Kong for the promotion of the Geopark with a special booth. Moreover, the Government should enhance publicity for community activities by effective use of brand promotion. He also suggested that the Government should organise more regular briefings on DC funds to increase local organisations’ understanding on the application and use of the funds.

Mr Ng said that the Government should allow more flexibility in promoting recreational, sports, cultural and arts activities. He suggested bringing the concept of West Kowloon Cultural District to the district level to gain the advantage of promoting arts in the districts.
In addition, Mr Ng considered that LWB should enhance publicity of the various funds in support of the disadvantaged, provide more community resources to local organisations and further enhance the community-based child care project to benefit more families in need.

**District Minor Works**

Mr Chau How-chen, Chairman of Tsuen Wan DC, said that the DMW Programme had received active support from DCs since its implementation in 2008. As at end of May 2010, the 18 DCs had approved over 2,000 projects with an estimated expenditure of over $1.2 billion, of which more than 1,300 projects had been completed.

Mr Chau cited several representative projects of the DMW Programme, including Improvement Works to Hau Tei Square Hawker Bazaar in Tsuen Wan, Construction of Barrier-Free Access at Yat Tai Street near Cooked Food stall of Pok Hong Estate in Sha Tin, Greening and Beautification Work at Main Road Interchange, Roadsides and Leisure Venues in Wong Tai Sin, and Improvement to Footpath leading from Fei Tsui Road to Mosque in Chai Wan.

Mr Chau pointed out that DCs would like to increase exchanges amongst themselves and hold workshops. He hoped that term consultants could report to DCs more
frequently, especially before DC meetings, so that DCs could keep abreast of the works progress and implement the projects more smoothly. He also expressed that DCs would like the term consultants to provide DCs with detailed breakdowns of the project costs so as to gain more information on the projects.

Mr Chau also suggested that additional staff resources should be provided to the Works Sections of HAD for it to handle relatively simple projects so that DCs could focus their resources and efforts on larger-scale projects with design elements. The Government should also monitor more closely the performance of term consultants.

Mr Chau also reported that the yearly allocation of $30 million for project maintenance was inadequate. DCs would come under even greater pressure when new projects were completed. He suggested the Government should increase the resources to DCs for the maintenance of projects, and study the feasibility of operating the allocation of DMW Programme in the form of a designated fund so that the unspent project provision could be brought forward to the following financial year for use by DCs.

Response from the Chief Executive

The Chief Executive, Mr Donald Tsang, said in his address that district administration should have a lively, dynamic and energetic decision-making process and should not be solely a top-down policy implementation from the Government. But more
importantly, it should be coordinated by the local communities and supported by the
districts. So it was very important for the Government to maintain close
communication with DCs.

The Chief Executive stressed that district administration was the basis for the
administration of the Government. This Summit on District Administration was an
innovative approach which enabled DCs and senior government officials to have
intensive discussion of the day-to-day operation of DCs and matters of concern to DC
members. He emphasised that the success of district administration hinged on the
concerted participation of the Government, DCs and the general public, as exemplified
by “Let’s partner together, Make life better”.

The Chief Executive had put forward a number of strategic directions regarding the
four topics of “Management of District Facilities”, “Building Management and
Maintenance”, “Community Involvement Activities” and “District Minor Works”, and
the relevant DoBs had also enacted action agendas for these. Details are at
Chapter 5.
Chapter 5

Action Agenda

Regional Forum on Management of District Facilities

Strategic Proposal – 1
To enhance community hall facilities to provide suitable performance venues for small to medium-sized performing groups.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To support continued allocation of DC funds to enhance the stage, light and sound facilities of suitable community halls so as to facilitate the performances by small to medium-sized performing groups.</td>
<td>Ongoing</td>
<td>HAD</td>
</tr>
<tr>
<td>To implement a pilot scheme to invite professional performing groups to stage performances in community halls with enhanced facilities so as to bring art to the community.</td>
<td>Pilot scheme in progress</td>
<td>HAD</td>
</tr>
</tbody>
</table>

Note:

AFCD  Agriculture, Fisheries and Conservation Department
DEVB  Development Bureau
FEHD  Food and Environmental Hygiene Department
HAD  Home Affairs Department
LWB  Labour and Welfare Bureau
LCSD  Leisure and Cultural Services Department
SWD  Social Welfare Department
**Strategic Proposal – 2**
To improve the management and design of public libraries having regard to district characteristics and community needs.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To consult DC members regularly on the procurement of library books so as to build up collections with district characteristics.</td>
<td>January 2011</td>
<td>LCSD</td>
</tr>
<tr>
<td>To collaborate with district organisations and DCs to set up community libraries of a larger scale.</td>
<td>Ongoing</td>
<td>LCSD</td>
</tr>
<tr>
<td>To consult DCs on proposals to enhance library services (e.g. installation of additional sockets for users to recharge their notebook computers).</td>
<td>Ongoing</td>
<td>LCSD</td>
</tr>
</tbody>
</table>

**Strategic Proposal – 3**
To better utilise district sports venues during non-peak hours by accommodating activities co-organised by DCs and local organisations.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>At present, the Free-Use Scheme of LCSD encourages eligible organisations, including schools, national sports associations, district sports associations and subvented non-governmental organisations (NGOs), to apply for free use of main arenas and activity rooms in sports centres, squash courts, hockey pitches and outdoor bowling greens during non-peak hours. DCs may collaborate with these organisations to make use of the free venues for organising activities for public participation.</td>
<td>On-going. Means will be explored to better accommodate the activities organised by DCs with a view to enhancing the utilisation of district sports venues during non-peak hours.</td>
<td>LCSD</td>
</tr>
</tbody>
</table>
Strategic Proposal – 4
To provide special facilities such as facilities for the elderly and the disabled in parks and recreation grounds having regard to the needs of individual districts.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To provide a range of leisure facilities for the elderly and inclusive facilities for the disabled in parks and recreation grounds, including Kowloon Park, Victoria Park, Lai Chi Kok Park, Laguna Park, Central Kwai Chung Park, Tuen Mun Park, Tin Shui Wai Park and Tai Po Waterfront Park.</td>
<td>Ongoing</td>
<td>LCSD</td>
</tr>
</tbody>
</table>

Strategic Proposal – 5
To save energy and reduce light pollution at parks.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To install more daylight sensors at parks to automatically control lighting according to daylight so as to save energy.</td>
<td>Ongoing</td>
<td>LCSD</td>
</tr>
<tr>
<td>To install remote control lighting systems in ball courts in some outdoor recreational venues to switch off the lighting through remote control at times of heavy rains and typhoons.</td>
<td>Ongoing</td>
<td>LCSD</td>
</tr>
</tbody>
</table>

Strategic Proposal – 6
To provide suitable cultural, recreational and leisure facilities to cater for local needs.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To build indoor heated swimming pools facilities in four existing swimming pool</td>
<td>Completion in phases between 2010 and</td>
<td>LCSD</td>
</tr>
</tbody>
</table>
Proposed Specific Measures | Implementation Schedule | Responsible Bureaux/Departments
--- | --- | ---
complexes in their redevelopment, reprovision or conversion works, and in the six new swimming pool complexes to be constructed to cater for growing population and increasing public demand. | 2016 |  
To explore the feasibility of borrowing venues of other organisations, such as tertiary institutions and NGOs, for cultural performances in districts with needs. | Subject to actual needs of different districts | LCSD

**Strategic Proposal – 7**
To enhance DCs’ participation in the management of public markets and improve facilities for the disabled in public markets.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To take active actions against tenants who violate the tenancy agreement for using stalls for storage purpose contrary to the designated use.</td>
<td>Ongoing</td>
<td>FEHD</td>
</tr>
<tr>
<td>To consult Market Management Consultative Committees (MMCCs) (comprising DC members who represent the respective constituencies) on the use of vacant stalls.</td>
<td>Ongoing</td>
<td>FEHD</td>
</tr>
<tr>
<td>To invite members of MMCCs to conduct regular inspections of public markets to monitor irregularities of using stalls for storage.</td>
<td>Tentatively scheduled for commencement in 2011</td>
<td>FEHD</td>
</tr>
<tr>
<td>To install new or additional facilities (including signs) for the disabled as far as practicable.</td>
<td>Tentatively scheduled for 2011 to 2014 to implement improvement and repair works in phases, with priorities given to</td>
<td>FEHD</td>
</tr>
</tbody>
</table>
### Regional Forum on Building Management and Maintenance

**Strategic Proposal – 1**
To introduce mandatory measures to urge owners to ensure proper maintenance of their buildings.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To introduce a bill for mandatory building and window inspection schemes to urge owners to carry out preventive building maintenance.</td>
<td>The bill was submitted to the Legislative Council in February 2010.</td>
<td>DEVB</td>
</tr>
</tbody>
</table>

**Strategic Proposal – 2**
To increase the funding for Operation Building Bright and relax the application threshold.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To allocate an additional funding of $500 million for Operation Building Bright at the request of DCs.</td>
<td>Open to applications in October 2010</td>
<td>DEVB</td>
</tr>
<tr>
<td>To waive the requirement of “not more than 400 units” in the new round of applications.</td>
<td>Implemented</td>
<td>DEVB</td>
</tr>
</tbody>
</table>
**Strategic Proposal – 3**
To consider measures to tackle the problems of water seepage, sub-divided units and UBWs.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To strengthen the power of the Joint Offices set up by FEHD and BD to deal with water seepage problems and to assist owners and residents to resolve the disputes over such problems.</td>
<td>In progress</td>
<td>DEVB</td>
</tr>
<tr>
<td>To set up a core group to study measures to tackle the problems.</td>
<td>In progress</td>
<td>DEVB</td>
</tr>
</tbody>
</table>

**Strategic Proposal – 4**
To study the regulation of the property management industry.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To launch a public consultation on the introduction of a licensing regime to regulate the property management industry.</td>
<td>December 2010</td>
<td>HAD</td>
</tr>
</tbody>
</table>

**Strategic Proposal – 5**
To enhance the management of old buildings and to further promote the culture of proper building maintenance.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To provide one-stop professional support and services to buildings in old districts which do not engage any property management company, nor have an OC or any form of residents’ organisation (commonly known as “three-nil” buildings) and whose owners are unable to organise themselves, with a view to</td>
<td>April 2011</td>
<td>HAD</td>
</tr>
<tr>
<td>Proposed Specific Measures</td>
<td>Implementation Schedule</td>
<td>Responsible Bureaux/Departments</td>
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<tr>
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</tr>
<tr>
<td>assisting them in fulfilling their responsibilities in building management.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To enhance training for property owners as well as publicity and education to increase owners’ understanding of their responsibilities and role in building management.</td>
<td>April 2011</td>
<td>HAD</td>
</tr>
</tbody>
</table>

### Regional Forum on Community Involvement Activities

**Strategic Proposal – 1**
To develop CI activities along the three directions of “continuity”, “professionalism” and “inclusiveness” as well as integrating the activities with district characteristics and advantages.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To include the three guiding principles of “continuity”, “professionalism” and “inclusiveness” in the existing Manual on the Use of District Council Funds.</td>
<td>January 2012</td>
<td>HAD</td>
</tr>
<tr>
<td>To consider amendments to the Manual on the Use of District Council Funds to provide district organisations with greater flexibility in organising activities to suit their actual needs.</td>
<td>January 2012</td>
<td>HAD</td>
</tr>
<tr>
<td>To organise, in collaboration with DCs, more activities capitalising on the natural resources as well as historical and cultural heritage of the districts.</td>
<td>Ongoing</td>
<td>HAD AFCD</td>
</tr>
</tbody>
</table>
Strategic Proposal – 2
To give CI activities brand promotion as appropriate to achieve a branding effect for community activities with district characteristics.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To give CI activities brand promotion and coordinate territory-wide publicity on district activities.</td>
<td>To launch in phases activities for brand creation and promotion under the Vibrant People, Harmonious Community Activities programme.</td>
<td>HAD</td>
</tr>
</tbody>
</table>

Strategic Proposal – 3
To enhance the role of MACs in promoting community cohesion at the district level.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To increase the ceiling of the financial assistance for MACs, e.g. increasing the quarterly assistance and introducing an additional one-off subsidy.</td>
<td>• With effect from October 2010, the ceiling of the quarterly assistance to MACs has been increased from $1,000 to $1,500 and the ceiling of the one-off subsidy for newly formed MACs to set up their offices has also been increased from $1,000 to $5,000. • Existing MACs with an office are eligible for applying for the new one-off subsidy for the renovation of office and/or procurement of specific capitalised items within a two-year period starting from January 2011, and the maximum subsidy is $5,000.</td>
<td>HAD</td>
</tr>
<tr>
<td>To consider relaxing the restrictions on the use of</td>
<td>January 2012</td>
<td>HAD</td>
</tr>
</tbody>
</table>
### Proposed Specific Measures

<table>
<thead>
<tr>
<th>Implementation Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible Bureaux/Departments</td>
</tr>
<tr>
<td>funds allocated by DCs for CI activities to allow greater flexibility for MACs to organise activities.</td>
</tr>
</tbody>
</table>

### Strategic Proposal – 4

To provide the disadvantaged in the districts with appropriate support services to meet their needs, through promoting collaboration among the community, the business sector and the Government and encouraging eligible NGOs and district organisations to apply for social welfare related funds to implement support services and projects.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
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</thead>
<tbody>
<tr>
<td>Implementation Schedule</td>
</tr>
<tr>
<td>Responsible Bureaux/Departments</td>
</tr>
</tbody>
</table>
| To enhance the promotion of the Community Investment and Inclusion Fund (CIIF), the Partnership Fund for the Disadvantaged (PFD) and the Child Development Fund (CDF) to local organisations, organise more integrated support activities and actively promote cross-sectoral collaboration to help the disadvantaged integrate into the community. | • The CIIF was open to the 17th batch of applications between July and 30 September 2010, and a briefing session on applications was held on 16 August 2010. A summit was held in Wong Tai Sin on 3 December 2010.  
• The PFD was open to the 6th round of applications between 1 June and 30 September 2010, and a sharing session entitled “攜手扶弱基金—民商官合作友善分享會” was held on 2 September 2010 to introduce the PFD to eligible NGOs and district organisations so as to encourage them to make application in partnership with business sponsors.  
• The CDF runs projects in various districts in batches through NGOs. The second batch of projects was rolled out in June 2010. | LWB SWD |
Proposed Specific Measures | Implementation Schedule | Responsible Bureaux/Departments
--- | --- | ---
and NGOs have been promoting these projects at the district level through various means and channels. Promotion and publicity will be continued at district level.

**Strategic Proposal – 5**
To provide more platforms for performance for district cultural groups to bring arts to the community.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To make arrangements for district performing groups to give a 15 to 30 minutes performance preceding or following district free entertainment programmes organised by LCSD as an “additional” performance.</td>
<td>Arrangements have been made since February 2010 upon request from North DC. It would be extended to other districts in response to the needs of DCs.</td>
<td>LCSD</td>
</tr>
<tr>
<td>To invite district cultural groups to perform in outdoor carnivals, such as the Community Thematic Carnival, as appropriate.</td>
<td>Implemented</td>
<td>LCSD</td>
</tr>
</tbody>
</table>

**Strategic Proposal – 6**
To assist the Government in carrying out tree risk management work more effectively through community surveillance.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To provide further support for tree monitoring through the Green Ambassador Scheme and the Green Volunteer Scheme which would</td>
<td>Ongoing</td>
<td>LCSD</td>
</tr>
</tbody>
</table>
Proposed Specific Measures | Implementation Schedule | Responsible Bureaux/Departments
--- | --- | ---
report trees with problems to the relevant departments. |  |  
To provide the public with channels to acquire basic knowledge of tree identification. | Early 2011 | AFCD

### Regional Forum on District Minor Works

#### Strategic Proposal – 1
To allow for greater flexibility in the allocation of funds for DMWs and examine the possibility of increasing the provision for recurrent expenditure to meet the increasing costs of management and maintenance.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To study the feasibility of bringing forward the unspent project provision to the following financial year.</td>
<td>January 2012</td>
<td>HAD</td>
</tr>
</tbody>
</table>

#### Strategic Proposal – 2
To monitor more closely the performance of term consultants.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
<th>Implementation Schedule</th>
<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To require term consultants to pre-meet with DCs more frequently, so as to reduce the need to discuss the details at the meetings and to revise the scope of works.</td>
<td>November 2010</td>
<td>HAD</td>
</tr>
</tbody>
</table>
**Strategic Proposal – 3**
To enhance exchanges and cooperation amongst DCs.

<table>
<thead>
<tr>
<th>Proposed Specific Measures</th>
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<th>Responsible Bureaux/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>To hold workshops for DCs to share experience in the implementation of DMWs.</td>
<td>February 2011</td>
<td>HAD</td>
</tr>
</tbody>
</table>
## Annex 1

### List of Regional Forums of Summit on District Administration

<table>
<thead>
<tr>
<th>Topic of Regional Forums</th>
<th>Date</th>
<th>Venue</th>
<th>Attending Officials and DC Chairmen</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management of District Facilities</td>
<td>10 June 2010</td>
<td>Youth Square, Chai Wan</td>
<td>Chairman of Central and Western DC, Mr Chan Tak-chor (Moderator)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Secretary for Home Affairs, Mr Tsang Tak-sing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Secretary for Food and Health, Dr Chow Yat-ngok, York</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Permanent Secretary for Home Affairs, Mr Young Lap-moon, Raymond</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Permanent Secretary for Food and Health (Food), Mrs Lai Chan Chi-kuen, Marion</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Director of Home Affairs, Mrs Tan Kam Mi-wah, Pamela</td>
</tr>
<tr>
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<td></td>
<td></td>
<td>Director of Leisure and Cultural Services, Mrs Fung Ching Suk-yee, Betty</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Director of Food and Environmental Hygiene, Mr Cheuk Wing-hing</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Legislative Councillor representing the DC functional constituency,</td>
</tr>
<tr>
<td>Topic of Regional Forums</td>
<td>Date</td>
<td>Venue</td>
<td>Attending Officials and DC Chairmen</td>
</tr>
<tr>
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</tr>
</tbody>
</table>
| Building Management and Maintenance | 15 June 2010 | Henry G Leong Yaumatei Community Centre | Mr Ip Kwok-him  
Chairman of Eastern DC,  
Ms Ting Yuk-chee, Christina  
Chairman of Southern DC,  
Ms Mar Yuet-har  
Chairman of Wan Chai DC,  
Mr Suen Kai-cheong  
Chairman of Kowloon City DC,  
Mr Wong Kwok-keung (Moderator)  
Secretary for Home Affairs,  
Mr Tsang Tak-sing  
Secretary for Development,  
Mrs Lam Cheng Yuet-ngor, Carrie  
Permanent Secretary for Home Affairs,  
Mr Young Lap-moon, Raymond  
Permanent Secretary for Development,  
Mr Chow Tat-ming, Thomas  
Director of Home Affairs,  
Mrs Tan Kam Mi-wah, Pamela  
Director of Buildings,  
Mr Au Choi-kai  
Legislative Councillor representing the DC functional constituency,  
Mr Ip Kwok-him |
<table>
<thead>
<tr>
<th>Topic of Regional Forums</th>
<th>Date</th>
<th>Venue</th>
<th>Attending Officials and DC Chairmen</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Involvement Activities</td>
<td>19 June 2010</td>
<td>Hong Kong Heritage Museum</td>
<td>Chairman of Kwun Tong DC, Mr Chan Chung-bun</td>
</tr>
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<td>Chairman of Sham Shui Po DC, Dr Chan Tung</td>
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<td>Chairman of Wong Tai Sin DC, Mr Li Tak-hong</td>
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<td>Chairman of Yau Tsim Mong DC, Mr Chung Kong-mo</td>
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<td></td>
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<td></td>
<td>Chairman of Sai Kung DC, Mr Ng Sze-fuk (Moderator)</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Secretary for Home Affairs, Mr Tsang Tak-sing</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Secretary for Labour and Welfare, Mr Cheung Kin-chung, Matthew</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Permanent Secretary for Home Affairs, Mr Young Lap-moon, Raymond</td>
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<td></td>
<td>Permanent Secretary for Labour and Welfare (Acting), Mr Tang Yun-kwong, Roy</td>
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<td></td>
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<td></td>
<td>Director of Home Affairs, Mrs Tan Kam Mi-wah, Pamela</td>
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<tr>
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<td></td>
<td></td>
<td>Director of Agriculture, Fisheries and Conservation, Mr Wong Chi-kong, Alan</td>
</tr>
<tr>
<td>Topic of Regional Forums</td>
<td>Date</td>
<td>Venue</td>
<td>Attending Officials and DC Chairmen</td>
</tr>
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Annex 2

Summary of the Views of Participants

Regional Forum on Management of District Facilities

Community Halls and Performance Venues

- There were views that in the past, due to the limitations of the community hall facilities, performing groups were unable to give their strengths full play. After upgrading of facilities, singing contests could be held in community halls, enabling community halls to fully serve their function as a venue for cultural, recreational and sports activities.

- Many performing groups were unfamiliar with the new equipment in community halls. It was suggested that staff should be employed to provide technical support for using the equipment.

- It was pointed out that the utilisation rates of community halls in Sha Tin District were very high and as a result many applications were unsuccessful. It was suggested that the number of community halls in the district should be increased.

- It was opined that the design of the Stanley Municipal Services Building was attractive but the stage of the hall was too small and was unable to meet the needs of performances. Moreover, eating and drinking were not allowed in the building, so local organisations could not use the venue for social activities. It was suggested that government departments should conduct wide consultation before building community facilities.
• It was suggested that future community halls should be forward-looking in design to cater for the needs of users.

• It was suggested that the number of performance venues in the district should be increased (by building town halls), and facilities such as sound and lighting systems of existing venues in the district should be improved.

• Wong Tai Sin DC had held performances in a plant nursery in the district and found that it was far more spacious than indoor venues. It was suggested that the Government should increase the number of outdoor performance venues in the district.

• It was suggested that Wong Tai Sin Square should be made better use as a venue for large-scale performances.

• It was suggested that the Sunbeam Theatre should be kept and a medium-sized theatre should be built at the former North Point Estate site. The Sunbeam Theatre could be relocated to the North Point Estate site if the building had to be demolished.

• It was suggested that a venue for art performances with a capacity of more than 1 000 could be built on Hong Kong Island, similar to the West Kowloon Cultural District.

• The hire charges of venues in Chai Wan’s Youth Square were high and the competition for booking was keen. As for the community halls in Eastern District, they could not be used as venues for large-scale performances such as Cantonese opera and martial arts due to limitations in the venues and equipment as well as the high utilisation rates.

• Southern District had only four community halls, performance venues were inadequate. It was suggested that a venue for large-scale performances, such as a city hall or a civic centre, should be built in the district.

• It was suggested to identify designated sites for street performances.
**Management of Park Facilities**

- It was suggested that the Government should enhance park facilities to cater for the needs of the elderly, students and children. In particular, more leisure facilities for the elderly, such as pebble paths and benches, should be provided. But facilities susceptible to being used for gambling should be reduced.

- The DC concerned had received complaints from members of the public regarding the North Point Park (North Point Promenade) which was originally scheduled to open in March 2010, but since the term consultant had not mentioned that there was a sloping passage for wheelchairs in the park, additional funding was required if the passage were to be converted into a pet corner now. It was suggested that the park should be open to public as soon as possible.

- There were views that the designs of parks should take into consideration elderly people who were mobility-handicapped and wheelchair users. At present, barriers such as steps were often found in passages leading to parks. It was suggested that the departments concerned should thoroughly review the recreational and leisure facilities in the districts.

- It was opined that the location of Wind Tower Park in Ap Lei Chau was relatively remote and not convenient for the local residents, and it was suggested that the Government should build a footbridge connecting the Park with Ap Lei Chau Estate. As the cost of such a project exceeded the financial ceiling set for each of the projects implemented by DCs, and it would take a long time if funding approval was to be sought from the Legislative Council, it was suggested that the provision allocated to DCs for projects of district facilities should be increased.

- It was opined that illegal hawking, passage obstruction and open flame cooking were rampant when large number of Filipino domestic helpers gathered in
Victoria Park during holidays. It was suggested that the Government should improve management of the Park.

- There were views that overnight illumination in parks caused light pollution to nearby residential buildings, and the Government should consider relevant measures to reduce the nuisance.

- There were views that rules of parks discouraged the public from using them and suggested to review these rules. It was also suggested that DCs should be engaged in the management of booking arrangements of civic centres.

Public Libraries

- There were views that facilities in public libraries did not keep up with the times. For instance, many library users brought with them notebook computers but there were not enough sockets available for recharging.

- It was suggested that a district library should be built in Shau Kei Wan as the population in the district had exceeded 200,000. It was also suggested that the roles of DCs in the management of libraries should be strengthened for service improvement, such as selecting library collections and organising activities in libraries.

- Some expressed that DCs had not been invited by LCSD to participate in selecting library collections.

Cultural and Leisure Activities and Management of Facilities

- It was suggested to encourage the elderly to exercise more through the promotion of sports such as dancing and ball games.

- It was suggested that that online booking should be introduced for cultural, recreational and leisure facilities in the district and information on the usage of facilities be provided on the Internet.

- It was suggested that more indoor heated swimming pools should be built in view of the increasing number of swimmers in winter.
• It was suggested that art performances such as street performances should be organised regularly in order to enhance the districts’ cultural features and to bring about greater promotional effect with a regular schedule of performances available to the public.

• It was suggested that cultural activities with district characteristic, such as the fire dragon dance in Tai Hang and the Jiao-festival in Cheung Chau, should be held to attract tourists and promote local economy.

• It was suggested that a covered venue for activities should be built on Lamma Island as there were only one soccer pitch and one basketball court while other outlying islands had adequate leisure and sports facilities.

• It was considered that “Culture in the District” programme of the Central and Western DC was effective.

• It was considered that the departments concerned should continue to provide financial support for the “Healthy Exercise for Longevity Project – Elders Love Sports” programme as funding for the programme would end shortly.

**Street Management**

• It was opined that the street outside Wan Chai Market had long been occupied by the shops. Although the Hong Kong Police Force was the responsible law enforcement authority for the street areas, it was not able to deploy manpower frequently to prosecute shop tenants who caused obstruction. The deterrent effect of prosecution was limited as the fines were lower than the rents.

• It was opined that the poor business in the Wan Chai Market drove stall tenants to sell their goods outside the Market to compete with shops outside the Market, and then used the market stalls for storage. This resulted in a vicious cycle, exacerbating the problem of obstruction outside the Wan Chai Market. Inter-departmental efforts were required to tackle the problem.

• It was opined that obstruction caused by food premises in Ngau Tau Kok was very serious. While the departments concerned took enforcement actions at night, the problem resurfaced in daytime. It was suggested that the Government should review the existing legislation.
• It was opined that there was problem of obstruction by “skips” in Central and Western District.

Rehabilitation Facilities

• There were views that although the Government had joined the World Health Organisation’s Convention on the Rights of Persons with Disabilities applied to Hong Kong in 2008, the barrier-free access of many public facilities was still not up to standard. For example, aisles in markets were too narrow and inconvenient for wheelchair users and entrances and exits in many parks did not have access for people with disabilities.

• Currently, it was DC members who initiated improvements to barrier-free facilities in their districts. It was suggested that there should be inter-departmental cooperation and reviews of barrier-free facilities, such as provision of Braille buttons in lifts, in the districts together with organisations representing people with disabilities.

• It was suggested that facilities for rehabilitated people should be provided in Central and Western District.

Management of Environmental Hygiene Facilities, Public Markets and Hawkers

• It was suggested that a market should be built on the West Kowloon Reclamation site.

• As the rents of DC members’ ward offices were high, it was suggested that vacant premises in markets, community centres or municipal services buildings could be used as DC members’ ward offices.

• There were views that the Lands Department (LandsD) was responsible for squatter control, yet vacant squatter huts awaiting clearance were filled with refuse and weeds and became breeding grounds for mosquitoes and insects.

• It was opined that the free ferry service provided by FEHD for scattering cremains did not take the designated route to the east of Tung Lung Chau, as a result cremains flowed to nearby fish rafts.
• It was opined that since temporary hawker licences had been issued by FEHD for large-scale assemblies, the Government should also issue such licences for the rallies on 1 July.

**DCs’ Management Role**

• In the past, DCs were just an advisory body. With the devolvement of powers from the Government to DCs, DCs were given the authority to manage district facilities, such as approving funding for LCSD. DCs have actually assumed the role of resource allocation.

• It was suggested that DCs should not be just an advisory body. Their participation in the management of district facilities should be enhanced, so that district characteristics could be reflected in the management of district facilities to highlight the function of a local township.

• It was suggested to expand the scope of management of district facilities by DCs to include other facilities such as markets, public toilets and refuse collection points.

• It was considered that DCs had brought about improvements to district facilities in the past two years and suggested to further enhance the management of district facilities, for instance, to study whether certain cultural and recreational activities met the needs of the general public. Yet, this would imply that DCs would have to shoulder political responsibilities for their decisions.

• There were views that lack of co-ordination among government departments was the reason for delays in works projects. It was suggested to expand DCs’ functions and change their status to that of a separate legal entity with an independent funding mechanism, so that DCs could select and employ term consultants.

**Other Views**

• It was suggested that LCSD should fully utilise vacant sites in the districts, for instance, to provide temporary facilities.
It was suggested that large information display panels may be erected at the roadside of major roads in Central and Western District to provide pedestrians and motorists with real-time news and information such as traffic conditions and weather. These display panels should not in any way affect traffic conditions.

There were views that the issue of squatters was often neglected. Six government departments had conducted inspections of squatter huts in Eastern District but had no obvious effects. For instance, the staff of the Drainage Services Department could not enter sites managed by LandsD.

It was opined that Eastern District had focused on utilising its natural and tourism resources and promoting environmental protection. There were provision of green trails, publications on natural scenery and trees and conduct of field studies, for example, the Eastern DC had published a visitors’ guide to the Eastern District in 2000 and recruited 250 guides.

It was considered that the problem of unauthorised display of bills was serious and the Government should trace the sources of the bills to initiate prosecution.

It was opined that greening works were unimaginative and suggested to involve OCs of private buildings in the management of such works.

The maintenance issue of an external wall of a private building in Sham Shui Po District was cited. It was opined that since the wall was adjacent to a park, the rights and responsibilities should be clarified.

It was suggested that DCs could work with NGOs or community organisations to regularly invite members of the public to attend focus group meetings to discuss various community issues.

The Government should construct waterfront promenades and erect noise barriers along Chai Wan Road as soon as practicable.

It was suggested that outdated legislation should be amended, such as the demerit point system and licensing system of food premises.

It was suggested that there should be exchanges among DFMCs in the 18 districts.
• It was suggested to enhance communication between DCs and members of the public and to implement the concept of “elderly-friendly communities”, under which DFMCs would consolidate the views of representatives from elderly centres in the districts to improve facilities for the benefit of the elderly.

• The Government should improve the transport network of Southern District and build a railway as soon as possible to develop Southern District into a tourist destination.

• It was suggested that the Administration should review the remuneration package of DC members, including reimbursements relating to members’ ward offices, end-of-term gratuity and medical insurance.

• It was considered that government officials should attend DC meetings as far as possible while DC members should exercise restraint and refrain from criticising government officials recklessly.

• It was opined that since most of the government officials attending DC meetings were only of officer rank, it was suggested that functions of DCs should be enhanced.
Regional Forum on Building Management and Maintenance

Operation Building Bright

- It was considered that Operation Building Bright provided practical assistance to owners.

- It was opined that the threshold of the Operation was too high (only applicable to buildings comprising no more than 400 residential units), and some buildings could not benefit from the scheme due to lease conditions (such as buildings under the Civil Servants Co-operative Building Society Scheme). The Operation was also too focused on buildings without OCs (Category 2 Target Buildings), which was unfair to buildings with OCs (Category 1 Target Buildings).

- There were views that since the amount of grants allotted under the Operation were unfair, owners were often unable to reach a consensus on maintenance works. For example, owners of car park spaces and commercial units could only receive a maximum grant of $16,000 regardless of the number of shares they owned, and owners of commercial units had to pay a larger amount of maintenance fees since they owned more shares but receiving a smaller grant, so they often opposed large-scale maintenance works. Even if the OC managed to pass a resolution on maintenance, default in payment of the fees might occur.
Moreover, each unit, whether it was let or not, would receive the same amount of grant, and for elderly owners, whether they were rich or not, would receive a maximum grant of $40,000. Therefore, the Government should review the existing allotment of grants to ensure fairness.

- It was opined that in the long run, owners should shoulder the responsibilities of maintaining and managing their buildings. Therefore, the Operation should set a new time limit, so that public money could be properly utilised.

- It was opined that there were cases of “tender-rigging” in some maintenance works under the Operation, and contractors provided by the Hong Kong Housing Society (HKHS) were often reluctant to bid. Since owners did not have the relevant professional knowledge, they could only rely on professional consultants for monitoring the maintenance works, yet they worried that there would be transfer of benefits between the consultants and the contractors.

- It was opined that the application procedures of the Operation were complicated, and some participating buildings had yet to receive the grants long after the completion of the works. There were cases that the buildings received repair order issued under the Ordinance (Cap 572) from the Fire Services Department (FSD) after the maintenance works were completed. It was therefore suggested that BD and FSD should better coordinate in advance.

- The new round of applications under the Operation was welcomed, but it was opined that the $800 million additional funding was not enough. The Government should increase the funding and employ more staff to handle the related work when the Operation was implemented. It should also provide more guidelines and professional advice to OCs to enable them to properly select and monitor the works consultants and contractors.

**Water Seepage and Sub-divided Units**

- There were views that water seepage in buildings was common and the Joint Offices for Investigation of Water Seepage Complaints jointly set up by BD and FEHD have not tackled the problem effectively. In some cases, the residents did not allow staff of BD and FEHD to enter the premises to investigate and the problems remained unresolved for six years. There were also cases where the dye-tracing tests conducted by the Joint Office failed to identify the source of
seepage, and instead gave the owner of the flat on the upper floor an excuse to refuse repairs. It was suggested that the Government should enhance the power of the law enforcement departments in entering premises for investigation, or accept residents to engage professional contractors to investigate the source of seepage and then refer the cases to the departments concerned to take follow-up actions and initiate prosecution. This would expedite the processing of cases.

- It was pointed out that some cases of water seepage were related to fresh water pipe leakage and it was suggested that the Joint Offices should be subsumed under the Water Supplies Department. As cases of water seepage often involved legal liability, it was suggested that the Joint Offices could provide more professional advice and guidelines and mediation services to owners to assist them to resolve disputes over water seepage.

- It was pointed out there were reports that persistent problem of water seepage surfaced in some new buildings after the defects liability period. The owners had no channels for complaint as the management company was an affiliated company of the developer. It was suggested that the Government should step up the monitoring of the designs and qualities of new buildings to protect the interests of small owners. It was also suggested that the Government may engage professionals to provide housing estates with professional advice to solve their problem of water seepage.
It was opined that the problem of sub-divided units was serious, which not only caused management problems but also posed risks to the structural safety of the buildings concerned. It was considered that the Government should introduce legislative regulation. In view of the great market demand for rental suites, it was proposed that in response to such demand, the Government should consider formulating a policy on rental suites to encourage NGOs to manage and lease suites that were inexpensive and met the relevant requirements.

Issues relating to the Building Management Ordinance and Deeds of Mutual Covenant (DMCs)

It was considered that owners encountered many difficulties in forming OCs. Under the Building Management Ordinance (BMO), OC members had to bear great responsibilities and owners were deterred and refused to serve as OC members. Owners newly appointed as members also considered it much trouble to make declaration as required under the BMO. At present, the BMO provided that an OC could only be formed if it was supported by owners of not less than 30% of the shares in aggregate, a threshold extremely difficult to achieve for large estates. Although it was provided that the requirement might be lowered to 20% or 10% of the shares in aggregate respectively for applications made to the Secretary for Home Affairs or the Lands Tribunal under sections 3A and 4 of the BMO, the complicated application procedures meant this was hardly an option. Moreover, the quorum of a meeting of owners of 10% of the owners was too high for large estates, but too low for buildings with just a score of flats when the number of people attending the meeting was fewer than the number of members from the management committee convening the meeting. It was therefore suggested that amendments should be made to the BMO to allow for adjustments to quorum according to the number of flats.

It was considered that the allowances for OC members allowed under the BMO were disproportionate to their responsibilities and it was suggested that legislative amendments should be made to allow OCs to engage managers to handle OC business.

A participant expressed concern over the problem of “one building with multiple OCs”. Many old buildings were covered by more than one DMC. It was required under the law that one OC should be formed for one DMC, so these old buildings had to form multiple OCs, resulting in co-ordination and management
problems. Yet amending the DMCs involved complicated legal procedures and required the consent of all owners. It was therefore suggested that these problems should be addressed through introducing legislative amendments or executive orders.

- The DMCs of some buildings may contain unfair terms relating to the apportionment of maintenance and management fees. Some terms even required owners of the estate to shoulder the responsibility for the maintenance of public facilities outside the estate. The Government should look into the situation.

- It was opined that there were problems with the management of estates under the Tenants Purchase Scheme. While the Housing Department had the majority ownership in the estates, it had handed over the management responsibility to OCs which had a minority ownership. Due to the different interests of owners and tenants, there were often disputes. For instance, OCs were unwilling to pay for the maintenance of areas of the tenants.

**Issues relating to Building Maintenance and Unauthorised Building Works (UBWs)**

- There were views that the problem of UBWs was serious. When complaints were made to BD about UBWs, BD often refused to take prompt action, citing the reason that the structure of the building concerned was not in immediate danger. In some cases, when the owners refused to remove unauthorised rooftop structures, BD only imposed an encumbrance on the property titles and did not take action to remove the structures. The repair orders issued by BD should take into account the maintenance of the buildings concerned. For example, for buildings with unauthorised rooftop structures, BD should coordinate with the OCs concerned and removed the structures when the OCs carried out maintenance. It was because long-standing problems of UBWs, wall signboards and sub-divided units would very often hinder OCs from carrying out timely maintenance to their buildings.

- There were views that BD applied different standards towards UBWs, tolerating large-scale UBWs but issuing warning letters to units with disused air-conditioner supporting frames. There were also views that the UBWs of some old buildings were built many years ago with the tacit consent of the
government at that time. Although these UBWs were all treated as illegal structures afterwards, the Government should exercise its discretion in dealing with them.

- Some districts had large numbers of UBWs. When issuing removal orders, the Government should give the residents enough time to remove the UBWs.

- The Government should strengthen education on building management and fire safety for owners and residents.

Establishment of a Department Dedicated to One-stop Coordination of Building Management Work

- Participants were of the view that the Building Management Liaison Teams of the District Offices were unable to cope with the current workload due to manpower shortage and that the Government should provide additional resources and increase manpower. As DC members often attended OC meetings and advised OCs on building management and maintenance, there might be issues which required professional advice or involved conflicts of interests. The Government should therefore provide DC members with related reference materials and anti-corruption training.

- It was suggested that the Government should set up a department dedicated to building management to coordinate all work relating to building management. Or, the Government may work in collaboration with NGOs which would act as managers to assist buildings to establish OCs and provide support for the daily management of small buildings. There were “three-nil” buildings in some old districts. The Government may set up “Neighbourhood Offices” in collaboration with NGOs specifically responsible for coordinating the management of these “three-nil” buildings. In addition, currently small to medium-sized property management companies varied in quality. The Government should consider introducing measures for regulation and providing relevant guidelines to enhance the quality of building management.

- There was support for forming a team of professionals for building management and it was suggested that HAD should introduce a mediating mechanism to assist in resolving disputes between owners and OCs.
• It was opined that the Government should consolidate the different financial assistance schemes on building management run by BD, HKHS and the Urban Renewal Authority to provide one-stop service to the public.

**Revitalisation and Renewal of Old Districts**

• The Government should consider redeveloping some buildings that were too old or compulsorily resuming buildings constructed over 65 years ago in order to speed up renewal.

• It was opined that during the demolition and reconstruction of buildings, works such as welding and hoarding on streets often brought about complaints from the public. However, BD failed to take prompt action to monitor the contractors after receiving the complaints.

• It was opined that there were large numbers of old buildings in San Po Kong and the situation was serious. The Government should speed up the development of the district.
Regional Forum on Community Involvement Activities

Promotion of Recreational and Cultural Activities

- It was opined that the Government should review the varieties of free entertainment programmes, so that they could catch up with the times. It was suggested that the departments concerned should open up some time slots of the recreational and cultural venues to district organisations, such as schools and NGOs, to stage performances.

- It was suggested that arts and culture should be made for all. Arts such as street performances should be coordinated in an organised manner.

- It was suggested that the Government should arrange courses on appreciation of arts and culture for students and young people.

- It was suggested that the Government should promote arts and cultural activities from different perspectives to assist and support choirs as well as song and dance troupes through the provision of supporting facilities or venues, so as to promote both popular culture and high art for the enjoyment of different sectors of the community.

- It was suggested that the Government should organise diversified recreational and cultural performance activities, and offer organisations which promoted culture in the districts the chance to participate in performances, in order to further promote community involvement.
Recreational and Sports Activities

- It was suggested that the districts should enhance the promotion of sports activities to increase the public’s sense of belonging and for the benefit of their health.

- It was opined that the utilisation rates of some government sports venues were low, but the existing regulations did not allow district organisations to use the vacant venues for free to organise sports fun days for the community. It was suggested that the Government should amend the existing regulations to allow district organisations to use some of the venues with relatively low utilisation rates for free to promote sports.

- It was opined that North District lacked cultural, recreational and sports facilities, and the transport facilities were also unsatisfactory. It was hoped that the Government would improve these facilities.

Community Care Programmes

- It was suggested that the Social Welfare Department should promote mutual help among neighbours and encourage reporting of families with problems for follow-up by the department.

- It was opined that there were few integration activities under the Vibrant People, Harmonious Community Activities programme and was suggested that the Government should organise more activities in this respect.

Resources Allocation

- It was suggested to provide more resources to the 18 districts for cultural, recreational and performance activities.
- It was suggested that in allocating resources, the Government should take into account the geographical factors and circumstances specific to individual districts, e.g. the dispersed population of Islands District, so as to address district needs.

- It was opined that resources available to traditional community groups under CI programmes were less than those available to NGOs, and these groups might encounter difficulties in the organisation of activities because they had to pay the expenses incurred first and then claimed for reimbursement, which took time.

- It was opined that the annual subsidies provided by the Government to MACs were not enough. It was suggested to increase the quarterly assistance to MACs and introduce an additional one-off subsidy to enhance their operating effectiveness.

- It was suggested that the Government should increase the subsidies available to grantees for employing staff for activities using the provision for CI programmes.

- It was suggested that the provision for CI programmes should be allocated on a financial year basis and that the activities should be allowed to straddle more than one financial year.

- It was suggested that the Government should consider increasing the level of subsidies for women and youth groups to meet administrative costs in order to encourage them to organise cultural and recreational activities for the community.

- It was suggested that the Government should increase the provision for promoting national education.

- It was suggested that the Government should relax the requirement on the registration of organisation in applying for DC funds so that non-registered organisations might also apply.

- It was suggested that the Government should increase the level of subsidy to MACs for fair allocation of resources.
• It was suggested that the scope of funding for CI programmes should be expanded to cover exchange activities outside Hong Kong and in the Mainland to promote civic education and other social services.

• It was suggested that District Offices should hold briefings on guidelines for use of DC funds.

Promotion and Publicity

• It was suggested that the Government should widen contact with the public in the 18 districts to disseminate information on government events, such as installing large electronic screens in district landmarks with high pedestrian flows.

• It was opined that DC members occupied too much space for displaying banners. It was suggested that the Government should reserve some space for displaying banners to promote civic education and district activities.

• It was suggested that the Television and Entertainment Licensing Authority should make requirements in the licensing conditions for television stations and radio stations to reserve time slots for broadcasting information on community activities.

• It was suggested that the brand promotion activities under the Vibrant People, Harmonious Community Activities programme should include the promotion of the image of each district.

• It was suggested that the Government should enhance the promotion of the various social welfare funds, particularly publicity targeting non-profit-making organisations registered under the Inland Revenue Ordinance.

Venues for Activities

• It was suggested that the Government should provide more venues for community activities, and also increase the rates of charges for use of community halls and tighten the restrictions on the use to prevent abuse by some organisations.

• It was suggested that the Government should build more community halls.
Other Views

- It was suggested that the Government should encourage a community-wide approach for tree inspection.

- It was suggested that the Government should set up a DC fund for anti-smoking to enable DCs to disseminate the message of anti-smoking in the 18 districts.

- It was suggested that the Government might coordinate the dissemination of travel information of the 18 districts.

- It was suggested that the Government should bring the young leaders together and seek to attract more young people to participate in the affairs of MACs.

- It was opined that promoting cultural, recreational and sports activities was as important as building a harmonious community and promoting community integration.

- It was suggested that the Government should arrange for legal advisers to attend the meetings of MACs and OCs to offer legal advice, so that residents would have greater trust in the Government and to reduce disputes.

- It was suggested that the Government should explore the wisdom of the community in the 18 districts to solve problems before the implementation of policies.

- It was opined that the lack of communication among government departments in the planning of activities caused duplication of activities.

- It was suggested that the Government should give District Officers greater power for them to oversee and coordinate various government departments in the implementation of large-scale activities.

- It was opined that the Government tended to depend on traditional district organisations, depriving newly established bodies or professional organisations of the chance to develop, which resulted in the lack of creativity in district activities.
• It was suggested that the Government should listen more closely to the advice of DCs when promoting policies as DCs had the widest electorate base.

• It was suggested that the Government should give District Offices greater power and allocate more manpower for them to improve district administration.

• It was suggested to hold more regional forums so that more people would have the chance to express their views.

• It was opined that consultancy fees of DMW projects were unreasonably high. Some works projects incurred $1 million consultancy fees out of a project cost of $3 million.

• It was opined that some government departments were lukewarm about attending DC meetings, making it difficult for districts to convey their views to government departments. It was suggested that in addition to HoDs, DoBs should also visit DCs on a regular basis to exchange views.
District Forum on District Minor Works

Effectiveness of the DMW Programme

- It was agreed that DMW projects were effective, with DMW projects of different scales being implemented in each constituency to meet the needs of the local communities.

- The implementation of the DMW Programme was supported, as DC members were able to put forward works proposals to DCs in response to public needs. It was suggested that the Government should give greater autonomy to DCs.

- It was considered that the DMW Programme had gathered and incorporated the views from various sectors during these two years of implementation and has been running more and more smoothly.

- It was opined that the DMW Programme was bearing fruits with over 1300 projects completed. However, there was still room for improvement.

- The continued implementation of DMW Programme was supported. It helped improve facilities such as leisure facilities and community halls in the districts and shortened the waiting time for implementation of each works project and the designs had also catered to the needs of residents.

Term Consultants

- The commissioning of term consultants by HAD was supported. The contractors not only carried out large and small-scale works projects but assisted in implementing works projects with a higher degree of complexity as well.
- It was opined that consultancy fees of term consultants accounted for a relatively high percentage of the total project costs, and that consultants tended to adopt more costly and time-consuming approach for DMW projects.

- It was suggested that works projects should be divided into three categories of high, medium and low. Provided that safety is not compromised, DCs may commission its own works consultants who charged less for smaller-scale projects. Also, more resources should be allocated to explore ways to enhance technologies and increase efficiency.

- It was opined that consultancy companies were more flexible in designing works projects as compared with government departments. However, the fees were higher.

- It was agreed that term consultants should be centrally commissioned. However, the progress of works might be affected by the relevant administrative procedures such as contract renewal.

- It was opined that some term consultants focused only on larger works projects, causing delays to smaller ones. As a result, District Offices had to carry out some small works projects towards the end of a financial year so as to exhaust the funding for DMW projects as far as possible, which increased the workload of the staff of District Offices.

- It was opined that term consultants had to handle several works projects at one time and may not be able to properly manage the contracts, resulting in problems such as delay of works.

- It was agreed that term consultants should be commissioned as they were more conversant with industry information and could design the works according to
the requirements of clients with greater flexibility. Examples included the Improvement Works to Hau Tei Square Hawker Bazaar in Tsuen Wan.

- It was suggested that for contract management, reference should be made to the terms, quotations and designs of contracts of similar works projects, thereby shortening the lead time for tendering and also ensuring more accurate financial forecasts.

- The commissioning of contract consultants for HAD and LCSD by composite tenders was supported. However, there was a lack of competition since each district had only one term consultant. Moreover, the focus of term consultants and DCs may differ which led to communication problems.

- It was opined that as professionals, the term consultants helped enhance the effectiveness of some specific works projects.

- It was opined that while the work of term consultants still had room for improvement, it did bring about creativity and innovation in the design of works.

- It was opined that term consultants would revise the designs according to the circumstances of hawker bazaars and the requests of the majority of the licensees. They would also give considerations to district characteristics when designing the outlook of DMW projects, so that the completed works would become highlights of the districts, creating new looks and tourist attractions for the districts.

- There were views that term consultants lacked transparency, which made it difficult for DC members to know the financial position of each works project and obtain the design plans of the works.

- The term consultants were praised for their sophisticated designs. However, they tended to accumulate a number of small works projects before starting the tendering process, thus causing delays to works. It was therefore suggested that HAD should make it a requirement that consultants were not allowed to accumulate works projects.
Repairs and Maintenance

- It was suggested that the management and maintenance of DMW projects should be taken on by government departments in order to reduce the recurrent expenditure provision for DMWs.

- It was opined that project management and maintenance were required after completion of the projects, and it was necessary to prepare for the deployment of resources so that the maintenance works would not be held up.

- It was suggested that the districts should save on resources, and specify in the contracts that the contractors should bear the maintenance costs for one to two years or consider outsourcing the maintenance works.

- The number of completed DMW projects in the districts would increase significantly year on year. It was estimated that recurrent expenditure such as maintenance costs would become higher and higher. It was suggested that such recurrent expenditure should be separated from the provision for DMWs.

- It was suggested the provision for DMWs should be increased to meet the maintenance costs for completed projects and the maintenance costs should be reviewed regularly.

Funding Arrangements

- There were cash flow problems as accounts of DMW projects were finalised on a financial year basis. It was suggested that the unspent project provision of the 18 districts could be brought forward to the following financial year.

- It was suggested that the mode of funding should be changed from a cash flow approach to a reserve fund approach, so that the use of the provision would not be restricted to a financial year basis as required under the current mechanism.

- It was suggested that a fund should be set up to support projects which exceeded the expenditure limit of DMW projects.

- It was suggested that the expenditure limit of $21 million per project should be increased to meet the needs of the works. It was also suggested that a portion of
the rates revenue should be reserved for the districts to implement DMW projects.

**Minor Works Projects**

- It was suggested to renovate Yuen Long Stadium to address the shortage of artificial turf pitch and ball courts in Yuen Long.

- It was suggested to gauge the views of the residents of six rural areas in Yuen Long on the DMW Programme, including the provision of bicycle parking spaces.

- Light Rail was considered the cause of frequent traffic congestion in Yuen Long Town Centre. It was suggested that Light Rail trains passing through Yuen Long Town Centre should run on elevated tracks.

- In view of high pedestrian flow in the vicinity of MTR Tsuen Wan Station, it was suggested that the funding for DMWs should be used to raise the level of Sai Lau Kok Garden so as to release the ground level for a transport interchange.

- In view of the serious mosquito infestation in the area near Castle Peak Road, it was suggested that DMW projects should be implemented in coordination with the developments in the district so as to improve the environment.

- It was suggested that plant nurseries should be provided in all leisure grounds and be managed by HAD so that the overall operation was more centralised and efficient.

- It was opined that under the DWM Programme, more quality recreational and leisure venues were built in Yuen Long, including the conversion of ex-Wing Hing School in Pat Heung into a sitting-out area and the construction of a soccer pitch in San Tin.

- The Transport and Housing Bureau was to commence construction of hillside escalator links and elevator systems in due course. It was suggested that the works should be carried out in the 18 districts simultaneously. This type of projects should be implemented in closer coordination with DMW projects to
provide ancillary facilities such as lighting systems for the escalators and elevators.

- It was considered that the improvement works to Hau Tei Square Hawker Bazaar in Tsuen Wan would help improve the environment.

- It was opined that despite requests from residents for footbridge covers, the DMW Programme would not normally include this type of works.

- A funding of $15 million had been provided for carrying out improvement works for roads along the seaside of Silver Mine Bay in Mui Wo. However, since the actual costs were higher than the estimated costs, the scope of works had to be reduced. It was therefore suggested to raise the funding ceiling for each works project.

- A 500-metre long emergency access in Mui Wo was constructed a year ago and being maintained by the relevant District Office. With large trees planted along both sides, the access was much favoured by the residents. It was hoped that the management of trees could also be undertaken by the same department.

- Large-scale flood relief works were to be carried out in Mui Wo in due course. It was hoped that the departments concerned could properly plan the tree planting so as to avoid any tree management problems.

**Consultation and Communication**

- It was suggested that HAD should hold similar forum every year for DC members to exchange views and share experience.

- It was considered that consultants should enhance communication with DCs and conduct consultations through different channels.

- It was opined that since some works projects involved cross-district designs, DCs should enhance their communication and consultation at the design stage.

- The Architectural Services Department and other departments were urged to enhance coordination in DMW projects to avoid delays and to prevent any effect on the cash flow of the projects.
Other Views

- The venues managed by LCSD were praised for their pleasant environment. It was hoped that the conditions of venues not managed by LCSD could also be improved.

- It was pleased to see that DCs could set the priorities for works projects themselves and play a more active role which speed up the works projects in the districts to meet the needs of the public after their functions were enhanced.

- It was suggested that the districts could exercise their discretion to implement the necessary works projects under the DMW Programme according to the districts’ special or urgent needs.

- It was suggested that preliminary feasibility studies of general DMW projects, such as improvements to footpaths, could be handled by the Works Sections of District Offices to save resources.

- It was suggested that departmental policies should be implemented with flexibility to better coordinate with the DMW Programme so that DCs could take forward their works projects. For instance, the works concerning the toilets of Hin Tin Swimming Pool in Sha Tin were shelved since the barrier free access could not be built.