

TOWN COUNCIL MANAGEMENT REPORT (TCMR) FRAMEWORK

The TCMR Framework covers 5 areas – Estate Cleanliness, Estate Maintenance, Lift Performance, Service & Conservancy Charges (S&CC) Arrears Management and Corporate Governance.

01	Estate Cleanliness	Average cleanliness counts per block
02	Estate Maintenance	Average maintenance counts per block
03	Lift Performance	Single index consisting of a) Average number of Tele-Monitoring System (TMS) faults per month (per 10 lifts) b) Average lift downtime per month
04	S&CC Arrears Management	Single index consisting of a) % of households with S&CC overdue for 3 months or more b) % of residential S&CC amount overdue for 3 months or more (out of total monthly S&CC collectible)
05	Corporate Governance	Observations on governance-related requirements of the Town Councils Act and its subsidiary legislation such as the Town Councils Financial Rules, and auditor's opinion on the Town Council's financial statements

Each area is presented as a single indicator and results are banded as Green, Amber or Red.

Indicator	Green	Amber	Red
Estate Cleanliness	< 4 counts per block	4 to < 8 counts per block	≥ 8 counts per block
Estate Maintenance	< 4 counts per block	4 to < 8 counts per block	≥ 8 counts per block
Lift Performance ^[1]	≥ 8 points	4 to < 8 points	< 4 points
S&CC Arrears Management ^[2]	≥ 8 points	4 to < 8 points	< 4 points
Corporate Governance	< 1 point	1 to < 2 points	≥ 2 points

Explanatory notes:

[1] If the result for lift performance is green, this generally means that there are less than 2 lift faults per 10 lifts and less than 1 hour of downtime per lift each month.

[2] If the result for S&CC arrears management is green, this generally means that less than 4 in 100 households owe arrears for 3 months or more and less than 40% of the monthly collectible S&CC for the town is overdue.

ESTATE CLEANLINESS

The Estate Cleanliness indicator is based on data collected on the state of cleanliness in the common areas via **estate inspections** by HDB officers. The state of cleanliness is observed, for instance, by the presence of litter and stains, graffiti, cobwebs, moss and bulky refuse.

The observations made during the estate inspections are weighted based on their severity (High/Moderate/Low) and translated into the **number of counts per block**. Observations that pose potential hygiene or health concerns are categorised as High severity, and will be given greater weightage in the overall scoring.

The Town Council will be banded Green/Amber/Red for Cleanliness based on its average number of cleanliness counts per block.

$$\text{Average cleanliness counts per block} = \frac{\text{Total number of cleanliness counts}}{\text{Total number of blocks inspected}}$$

ESTATE MAINTENANCE

The Estate Maintenance indicator is based on data collected on the state of maintenance in the common areas via **estate inspections** by HDB officers. The state of maintenance is observed, for instance, by the presence of obstructions or unauthorised fixtures at common areas, and from the condition of wall tiles, benches, staircase railings, electrical fittings and playground equipment.

The observations made during the estate inspections are weighted based on their severity (High/Moderate/Low) and translated into the **number of counts per block**. Observations that pose potential safety concerns are categorised as High severity, and will be given greater weightage in the overall scoring.

The Town Council will be banded Green/Amber/Red for Maintenance based on its average number of maintenance counts per block.

$$\text{Average maintenance counts per block} = \frac{\text{Total number of maintenance counts}}{\text{Total number of blocks inspected}}$$

LIFT PERFORMANCE

The Lift Performance indicator is a composite measure of the (i) Tele-Monitoring System (TMS) Fault Rate and (ii) Lift Downtime. The Town Council will be banded Green/Amber/Red for Lift Performance based on its total score (out of 10 points).

(i) TMS Fault Rate [5 points]

The TMS Fault Rate is the frequency of fault occurrences of all TMS faults (excluding user feedback). It is calculated as the average TMS Fault Rate per 10 lifts per month.

$$\text{Average no. of TMS Faults (per 10 lifts per month)} = \left(\frac{\text{Total no. of TMS Faults}}{\text{Total no. of lifts managed}} \right) \times 10$$

Average no. of TMS Faults	Points
< 1	5
1 to <2	4
2 to <3	3
3 to <4	2
≥ 4	1

(ii) Lift Downtime [5 points]

The lift downtime is the duration of faults that cause lift stoppage to residents. It is calculated as the average downtime per lift per month.

$$\text{Average lift downtime (hour per lift per month)} = \left(\frac{\text{Total Lift Downtime}}{\text{Total no. of lifts managed}} \right)$$

Average Lift Downtime	Points
< 0.8	5
0.8 to < 1	4
1 to < 1.2	3
1.2 to < 1.4	2
≥ 1.4	1

S&CC ARREARS MANAGEMENT

The management and maintenance of HDB housing estates is primarily funded by the service and conservancy charges (S&CC) collected by Town Councils. The level of S&CC arrears may therefore affect a Town Council's ability to effectively upkeep the estate.

S&CC arrears management comprises two sub-indicators: (i) Percentage of households with S&CC overdue for 3 months or more; and (ii) Amount of S&CC overdue for 3 months or more out of total monthly collectible. The Town Council will be banded Green/Amber/Red for S&CC Arrears Management based on its total score (out of 10 points).

(i) Percentage of households with S&CC overdue for three months or more [5 points]

$$\text{\% of Households with S\&CC overdue for } \geq 3 \text{ months} = \left(\frac{\text{Total no. of households owing S\&CC arrears } \geq 3 \text{ months}}{\text{Total no. of households}} \right) \times 100\%$$

Percentage	Points
< 3%	5
3% to <4%	4
4% to <5%	3
5% to <6%	2
≥ 6%	1

(ii) Amount of cumulative S&CC overdue for three months or more as a proportion of the total S&CC collectible under the Town Council's management each month [5 points]

$$\text{\% of S\&CC amount overdue for } \geq 3 \text{ months} = \left(\frac{\text{Total amount of S\&CC amount overdue } \geq 3 \text{ months}}{\text{Total amount of monthly S\&CC collectible}} \right) \times 100\%$$

Percentage	Points
< 30%	5
30% to <40%	4
40% to <50%	3
50% to <60%	2
≥ 60%	1

CORPORATE GOVERNANCE

It is important for Town Councils to have sound corporate governance and internal controls. Town Councils are required to comply with the Town Councils Act (TCs Act) and its subsidiary legislation such as the Town Councils Financial Rules (TCFR), and are required to make an annual declaration on their compliance using the Corporate Governance Checklist.

Town Councils are assessed on their state of compliance across the financial year through the observations declared in their Checklist, raised in their auditor's report and/or discovered through checks by MND/TC Secretariat. In addition to measuring non-compliance with regulatory requirements, an auditor's qualified opinion on a Town Council's financial statements is counted as an observation towards the Town Council's banding.

The observations are assigned points based on severity (low/medium/high) to provide a better reflection of the state of governance of TCs. TCs will be banded Green/Amber/Red for Corporate Governance based on its total points.