

Annex A**Town Councils' Performance for the FY2021 TCMR Operational Report**

Town Council	Estate Cleanliness	Estate Maintenance	Lift Performance	S&CC Arrears Management
Aljunied-Hougang	Green	Green	Green	Green
Ang Mo Kio	Green	Green	Green	Green
Bishan-Toa Payoh	Green	Green	Green	Green
Chua Chu Kang	Green	Green	Green	Amber
East Coast	Green	Green	Green	Green
Holland-Bukit Panjang	Green	Green	Green	Green
Jalan Besar	Green	Green	Green	Green
Jurong-Clementi	Green	Green	Green	Amber
Marine Parade	Green	Green	Green	Green
Marsiling-Yew Tee	Green	Green	Green	Green
Nee Soon	Green	Green	Green	Green
Pasir Ris-Punggol	Green	Green	Green	Green
Sembawang	Green	Green	Green	Green
Sengkang	Green	Green	Green	Amber
Tampines	Green	Green	Green	Green
Tanjong Pagar	Green	Green	Green	Green
West Coast	Green	Green	Green	Green

TCMR Framework and Banding

Operational Indicator	Green	Amber	Red
Estate Cleanliness	< 4 counts ^[a] per block	4 to < 8 counts per block	≥ 8 counts per block
Estate Maintenance	< 4 counts ^[a] per block	4 to < 8 counts per block	≥ 8 counts per block
Lift Performance ^[b]	≥ 8 points	4 to < 8 points	< 4 points
S&CC Arrears Management ^[c]	≥ 8 points	4 to < 8 points	< 4 points

Explanatory notes:

[a] Counts refer to the number of weighted observations made relating to estate cleanliness, or estate maintenance issues, during HDB's inspections to estates as part of TCMR.

[b] If the result for lift performance is green, this generally means that the occurrence of lift faults and downtime is at an acceptable threshold, defined as less than 2 lift faults per 10 lifts and less than 1 hour of downtime per lift each month.

[c] If the result for S&CC arrears management is green, this generally means that the level of S&CC accounts and amount in arrears is at an acceptable level, defined as 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.