

Newsletter No.2

1. 2024

**PROJECT
STRATEGY &
GOVERNANCE
OFFICE**

項目策略及管控處

The construction industry -
A new era with boundless opportunities

建造業 — 無盡機遇新時代



Project Strategy and Governance Office

項目策略及管控處

The government has continued to invest in capital works to improve the living quality and maintain the long term competitiveness of Hong Kong. Meanwhile, we are faced with the challenges of high construction cost and an ageing construction workforce. The general public also has an increasing aspiration for better performance of capital works projects.

In June 2016, the Project Cost Management Office (PCMO) was established to implement cost management initiatives for the delivery of capital works projects in a timely and cost-effective manner. In April 2019, PCMO was upgraded and renamed the Project Strategy and Governance Office (PSGO) for implementing strategic initiatives and enhancing capabilities in cost surveillance and project governance. PSGO adopts a holistic approach to improve the performance of capital works projects and strengthen cost management through the following initiatives:

政府一直投資於基本工程項目，以改善市民的生活環境和維持本港長遠的競爭力。與此同時，我們要面對建造成本高昂及勞動力高齡化的挑戰。市民大眾對基本工程項目的表現也抱有越來越高的期望。

2016年6月，我們成立項目成本管理辦事處，推行成本管理措施，使基本工程項目如期完成，又符合成本效益。到了2019年4月，我們進一步把項目成本管理辦事處升格為項目策略及管控處，推行策略性措施，加強成本監察和項目管控的能力，並採取全面綜合的方式，從以下各方面提升基本工程項目表現和成本管理：

Strategy 推展策略措施

Implement “Construction 2.0” with initiatives such as High Productivity Construction, digitalisation and applied R&D to uplift productivity

推行「建造業2.0」，包括推動高效建築技術、數碼化及應用研發等措施提升生產力

Governance 加強項目管控

Strengthen cost management and control from project inception to completion

由項目立項至竣工各個階段加強成本監察和管控

Capability 提升專業能力

Train up major project leaders and mid-tier managers with innovative mindsets and world-class leadership skills

培訓工程領導人員及中層主管，培養創新思維及世界級領導技能

Collaboration 增進夥伴協作

Enhance collaboration with local industry and international stakeholders

加強與本地業界及國際持份者合作



Construction Outlook

建造業展望

The general upward trend for the Civil Engineering Works Tender Price Index (CEWTPI) and Building Works Tender Price Index (BWTPI) has persisted in the past year. The Census and Statistics Department has reported a slight increase in labour costs and general decrease in the costs of the major construction materials in the past year.

In the year 2023, the capital works projects approved by the Hong Kong Legislative Council had reached HK\$110.8 billion, an increase from the previous year. Together with the development of identified land supply, which is expected to provide approximately 410,000 public housing units in the next 10 years, it is believed that the upward trend of public construction output level will continue. As for the private sector, the government aims to make sufficient land available in the next five years to provide approximately 80,000 housing units through land sales and railway property development.

The government published the Hong Kong Major Transport Infrastructure Development Blueprint in late 2023. The blueprint includes the addition of two railways and one major road, namely the Northern Link Eastern Extension, the Northeast New Territories Line and the Northern Metropolis Highways (New Territories North New Town Section) at the Northern Metropolis. These infrastructure projects are expected to enhance territory-wide connection and drive the development of the Northern Metropolis.

Overall, the performance of the public sector of the construction industry is anticipated to remain steady in 2024. Meanwhile, the construction output of the private sector will depend on the pace of recovery in the property market.

土木工程投標價格指數 (CEWTPI) 和建築工程投標價格指數 (BWTPI) 在過去一年呈持續上升趨勢。根據政府統計處報告，去年建築工程的工資成本略有上升，主要建築材料成本則有所下降。

2023年，香港立法會批准的基本工程項目總金額高於前一年，達1,108億港元。此外，政府已預留公營房屋土地供未來十年興建約41萬個公營房屋單位，相信公營項目的工程量將於未來維持高水平。私人項目方面，政府將在未來五年內透過土地拍賣和鐵路上蓋物業，提供足夠土地興建約8萬個房屋單位。

政府於2023年底公佈《香港主要運輸基建發展藍圖》。藍圖包括增建「兩鐵一路」，即在北部都會區興建北環線東延線、新界東北線及北都公路（新界北新市鎮段）。預計這些基建工程將加強整體運輸網絡，帶動區內發展。

總體而言，預計公營項目的表現在2024年將保持穩定，私人市場的工程量將視乎房地產市場的復甦步伐。

Market Movement

市場動向



Construction Cost Ranking 建造成本排名

No.8 (Global 環球) **No.1** (Asia 亞洲)



Building Works Tender Price Index
(BWTPi) (Q3 2023)

建築工程投標價格指數 (2023年第三季)

↑ 3.8% YoY 按年



Civil Engineering Works Tender Price Index
(CEWTPI) (Q2 2023)

土木工程投標價格指數 (2023年第二季)

↑ 8.4% YoY 按年



Highways Department Construction Cost Index
(October 2023)

路政署建造成本指數 (2023年10月)

Labour Index 工資指數

Material Index 材料指數

↑ 3.0% YoY 按年

↓ 4.7% YoY 按年



Approved capital works projects by
Finance Committee of LegCo in 2023 (full year)
2023年立法會財委會通過基本工程項目 (全年)

Number / 數目 : **44**

Value / 金額 : **\$110.8B / 1,108億元**



Capital works contracts awarded in 2023 (full year)
2023年已批出基本工程合約 (全年)

Number / 數目 : **72**

Value / 金額 : **\$124.5B / 1,245億元**

Collaboration with Mainland and International Counterparts

與內地和海外協作

Collaborated with Mainland government departments and stakeholders and exchanged on issues including project cost control, tender price indices, procurement strategies and tender procedures.

與內地政府部門和相關組織合作，就項目成本管控，投標價格指數、採購策略、招投標程序等議題作交流討論。



 **中华人民共和国住房和城乡建设部**
Ministry of Housing and Urban-Rural Development of the People's Republic of China



CCEA  **中国建设工程造价管理协会**



Participated in the establishment of the Guangdong-Hong Kong-Macao Greater Bay Area Construction Technology Alliance, to promote the development of common building standards, urban infrastructure resilience, green and low-carbon building, smart construction and digital transformation.

參與粵港澳大灣區建築科技聯盟的成立，推動粵港澳大灣區建築標準協同、城市安全、綠色低碳建築、智慧建造和數碼化轉型。



IMD International Institute for Management Development
洛桑國際管理發展學院



WORLD ECONOMIC FORUM World Economic Forum
日內瓦世界經濟論壇

Visited the International Institute for Management Development (IMD) in Lausanne and the World Economic Forum (WEF) in Geneva to discuss the global competitive rankings and infrastructure development under the latest global economic scenario.

到訪洛桑國際管理發展學院及日內瓦世界經濟論壇總部，與國際機構人員深入討論全球競爭力排名及探討在最新環球經濟狀況下基建投資的意見及方案。

2023 Policy Address

Policy Measures on Construction Industry

2023施政報告

建造業的政策措施

The government shall continue to invest in infrastructure to stimulate the economy, create job opportunities and attract talents for enhancing Hong Kong's long term competitiveness:

政府將繼續投資基建，刺激經濟、創造就業、吸引人才，提升香港長遠競爭力：



Continue to enhance the role of the Centre of Excellence for Major Project Leaders, with the aim of developing Hong Kong into an international expert knowledge hub on project delivery.

繼續提升主要項目精英學院的角色，將香港打造成為項目推展的國際專業中心。



Further promote the adoption of high productivity construction and implement measures to strengthen the supply chain of Modular Integrated Construction (MiC) modules.

推動業界採用高效建築及落實加強組件供應鏈的措施。



Host the International Infrastructure and Projects Leaders Summit to share experience in project delivery and governance and to jointly formulate strategies to enhance the performance of our major projects in the pipeline.

舉辦「國際基建項目領導峰會」分享項目推展及管控的經驗，共謀策略以提升香港即將進行的主要項目的表現。



Study the establishment of the Building Testing and Research Institute to promote applied R&D in the construction industry.

研究成立建築研發及測試中心以推動應用研發。



Further drive the digitalisation of public works to enhance works processes and uplift efficiency and productivity.

進一步推展工務工程數碼化以優化流程及提升效率和生產力。



High Productivity Construction 高效建築

MiC Supply Chain Conference

23.1.2024

「組裝合成」建築供應鏈大會

The event was co-organised by the Development Bureau of the Hong Kong Special Administrative Region Government, the Department of Housing and Urban-Rural Development of Guangdong Province and the People's Government of Huizhou Municipality. It brought together some 300 participants from the construction sector in Guangdong, Hong Kong and Macao, including government representatives, developers, contractors, consultants and MiC suppliers. Through the factory visits and exchanges during the conference, the participants had a better understanding of the supply chain of the Greater Bay Area (GBA). The event had fostered closer collaboration among different stakeholders on the development of MiC in the GBA.

The HKSAR Government shall follow the strategy of "High-quality Development" under the National 14th Five-year Plan and jointly devise measures with government departments in the GBA to streamline regulatory regime and implement strategies that are conducive to the development of the supply chain. It is envisioned that MiC can become a new growth sector in the GBA and transform the area into one of the most advanced construction technology hubs in China.

大會由香港特別行政區政府發展局、廣東省住房和城鄉建設廳及惠州市人民政府合辦，匯聚約300名來自粵港澳地區的建築業界人士，包括粵港澳大灣區城市的政府代表、發展商、承建商、工程顧問和「組裝合成」建築（MiC）供應商。通過廠房參觀和大會期間的互動交流，與會者對大灣區內不同的供應商有更深瞭解。大會有助加強大灣區建造業界在 MiC 領域上的合作。

香港特別行政區政府將配合國家《「十四五」規劃綱要》高質量發展的大方向，與大灣區各政府單位就法規環節加強合作優化，並制訂有利於 MiC 供應鏈的策略，讓 MiC 發展成為大灣區一項重要的新產業，把大灣區打造成為全國最先進的建築科技中心之一。



Green Building Initiative 綠色建築

Updated PNAP APP-151 by Buildings Department

屋宇署修訂作業備考 APP-151

The Buildings Department has promulgated the updated GFA Concession Mechanism through the Practice Note PNAP APP-151: "Building Design to Foster a Quality and Sustainable Built Environment". Starting from 30 June 2024, building projects will generally need to obtain a Gold rating or above in BEAM Plus Assessment in order to be eligible for Gross Floor Area (GFA) concessions. This effectively encourages the industry to strive for Gold or above certification. As for projects rated Silver or Bronze, they will need to meet one or more of the extra "specific standards on quality built environment" to qualify for GFA concessions.

屋宇署公佈了更新作業備考 APP-151：「優化建築設計 締造可持續建築環境」，修訂總建築面積寬減機制。從2024年6月30日開始，建築項目一般需在綠建環評中獲得金級或以上評級，才能獲得總樓面面積寬免。這正好鼓勵業界努力爭取綠建環評金級或以上認證。至於只能達到銀級或銅級的項目，則需要滿足一項或多項在作業備考附錄內列明的「優質建築環境指定標準」，才能獲得總樓面面積寬免。



Specific standards on quality built environment 優質建築環境指定標準



Enhanced greenery provision
增強綠化覆蓋



Health and well-being
提供健康與安舒的設施



Enhanced natural ventilation
增加自然通風



Adoption of Building Information
Modelling (BIM) in plan submission
採用建築信息模擬



Adoption of multi-trade integrated mechanical,
electrical and plumbing in building services (MiMEP)
採用機電裝備合成法

Applied R&D Initiative – Grade S690 high- strength steel

應用研發項目 - S690高強度鋼材

Following the successful experience from the Civil Engineering and Development Department's Cross Bay Link project, DEVB identified a list of public works projects for the pilot application of Grade S690 high-strength steel. Among them, the Redevelopment of Kowloon Tsai Swimming Pool Complex was the first project to implement the pilot application. The redevelopment works commenced in December 2020 and was targeted to be completed by 2024 Q2.

The Grade S690 high-strength steel was applied to the major members of the roof trusses above the indoor swimming pool. Steel girders were built-up from Grade S690 steel plates. To realize the application, the project team worked collaboratively to devise a feasible structural scheme with due consideration of design code requirements and contract implications. The project team also engaged the contractor at an early stage, closely coordinating with them on the material sourcing and production process to ensure availability and quality of high-strength steel members. The project team eventually managed to complete the roof structure installation within 2 months' time according to the schedule without impacting the overall construction programme.

The use of S690 high-strength steel resulted in 30% saving to the steel structure materials in this project. The weight of the steel structure was substantially reduced, improving the efficiency and safety during transportation and lifting, and effectively reducing the carbon footprint of the project.

根據土木工程拓展署於將軍澳跨灣連接路項目的成功經驗，發展局選擇了一系列的工務工程作為應用 S690高強度鋼材的先導項目。當中，九龍仔游泳池重建工程為最先推行的項目之一，工程於2020年12月開始，預計於2024年第二季完工。

S690高強度鋼材應用於室內游泳池上方屋頂，其主要橫樑結構由鋼板組合而成。項目團隊一方面緊密合作，制定符合設計規範和合約要求的可行方案，也及早與承建商協調採購和生產流程，以確保 S690高強度鋼材的物料供應和質量。最終項目團隊在不影響整體進度的情況下，如期在兩個月內完成屋頂結構的安裝。

是次項目因採用 S690高強度鋼材而節省約30%的鋼結構材料，鋼結構的重量大幅減輕，提高了運輸和吊運過程中的效率和安全性，並且有效減低工程的碳足跡。

Overall weight of
Grade S690 steel:
S690高強度鋼材總重量:

199 Tons 噸

Material saving for
steel structure:

節省 **30%** 的鋼結構材料

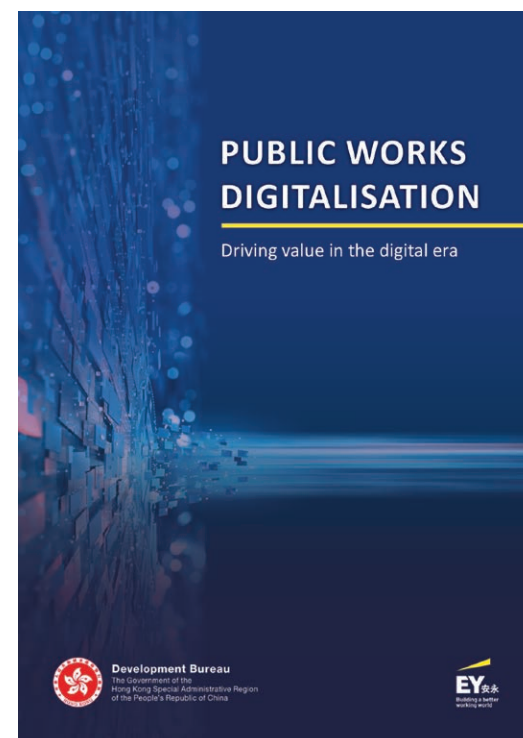
Redevelopment of Kowloon Tsai
Swimming Pool Complex
重建九龍仔游泳池項目

Public Works Digitalisation – Driving value in the digital era

工務工程數碼化 –
在數碼年代創造價值

“Public Works Digitalisation – Driving value in the digital era” details the key steps the government will take to achieve the ambition of increased data and technology use in the delivery of public works. This publication also describes how benefits will be realised by transitioning from a “data rich” to an “information rich” environment. To address a number of the core Industry challenges, the government is taking a structured approach in driving value in project delivery through “better information” for “better efficiency” and “better outcomes”.

《工務工程數碼化 – 在數碼年代創造價值》詳細闡述了政府為推動工務工程數碼化的目標所採取的主要措施。當中還描述了如何透過有效收集及利用數據，獲取具價值的信息，達至最優化的效益。為應對建造業一系列的核心挑戰，政府正採取結構性方法，以「更好的信息」，實現「更高的效率」和「更好的成果」，從而在推展項目中創造價值。



Full Report
報告全文

Project Cost Management Forum 2023 項目成本管理論壇2023

WHOLE-PROCESS PROJECT COST GOVERNANCE 項目造價全過程管控

Project Governance 項目管控

Project Cost Management Forum 2023

項目成本管理論壇2023



With the theme “Whole-process Project Cost Governance”, the forum focused on the comprehensive and systematic approach to manage costs associated with a project throughout its entire life cycle, from inception to planning, design, construction, operation and maintenance stages.

During the forum, the Permanent Secretary for Development (Works), Mr Ricky Lau, said the challenge of high construction costs is not unique to Hong Kong but indeed global. The participants of the forum shared a common goal of tackling this challenge by tapping global wisdom and good practices. Hong Kong is a great venue for collaboration because of its distinctive advantage of strong support of the Motherland and close connection with the rest of the world.

Speakers from government departments and industry entities from Hong Kong, the Mainland, the United Kingdom and Singapore exchanged views and shared experiences regarding the whole-process project cost governance with more than 100 local and overseas industry leaders at the forum.

論壇以「項目造價全過程管控」為主題，集中討論從項目概念、規劃及設計、建造到營運和維修階段的「全過程」中，以全面且具系統性的方法管理項目成本。

發展局常任秘書長（工務）劉俊傑致辭時表示，高昂建造成本是全球挑戰，並非香港獨有。借鑑全球智慧和良好作業模式，以應對高昂建造成本，是與會人士的共同目標。香港擁有「背靠祖國、聯通世界」的優勢，是促進各地合作的理想地點。

在論壇上，來自香港、內地、英國和新加坡政府部門及機構的講者，與百多名本地和海外業界領袖，就項目造價全過程管控作交流，並分享經驗。



Centre of Excellence for Major Project Leaders



主要項目精英學院



Major Projects Leadership Programme (MPLP)

Designed and delivered by the Oxford Saïd Business School, the 12-month MPLP includes international classes at Oxford and local classes, and is supported by personal coaching and professional assessment. The programme aims to provide high-level project management and leadership development to major project leaders in Hong Kong. Cohort 3 & 4 completed in January 2024 and Cohort 5 & 6 started in September 2023.

Project Delivery Capability Programme (PDCP)

The 12-month PDCP is designed and delivered by the Hong Kong Polytechnic University and includes a combination of five-day structural training, a series of topical seminars, workshops and visits, with the aim of providing systematic training for mid-tier projects managers in the government and major public organisations to enhance their professional skills and uplift project delivery capabilities. The 2nd year cohorts (Cohorts 5 to 8) finished the programme in 2023 and the 3rd year cohorts (Cohorts 9 to 12) shall start in March 2024.

MPLP

About

約 **150** 名
major project leaders (6 cohorts)

主要項目領導人員（六期）

PDCP

About

約 **210** 名
mid-tier professionals (8 cohorts)

中層管理人員（八班）

主要項目領導計劃

計劃由英國牛津大學 Saïd Business School 設計和推行，為期12個月，包括在牛津進行的國際課程和香港的本地課程，並輔以個人指導和專業評估。計劃目的是為本港主要工程項目領導人員提供高水平的培訓，以提升項目管理及領導才能。第三及四期學員剛於2024年1月完成課程，第五及六期學員則於去年9月開課。

項目推展能力計劃

為期12個月的課程由香港理工大學設計和推行，包含五天的結構性訓練課程，以及一系列主題研討會、工作坊和參觀交流活動，旨在為政府和公營機構中層項目管理人員提供系統化培訓，提升專業技能和項目推展能力。第二屆計劃（第五至八班）已於2023年順利完成，第三屆計劃（第九至十二班）將於2024年3月開展。



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中華人民共和國香港特別行政區政府
發展局

Development Bureau
The Government of the Hong Kong Special Administrative Region
of the People's Republic of China