

基本工程項目的成本管理 - 進度與展望

Cost Management for Capital Works Projects - Progress and Outlook



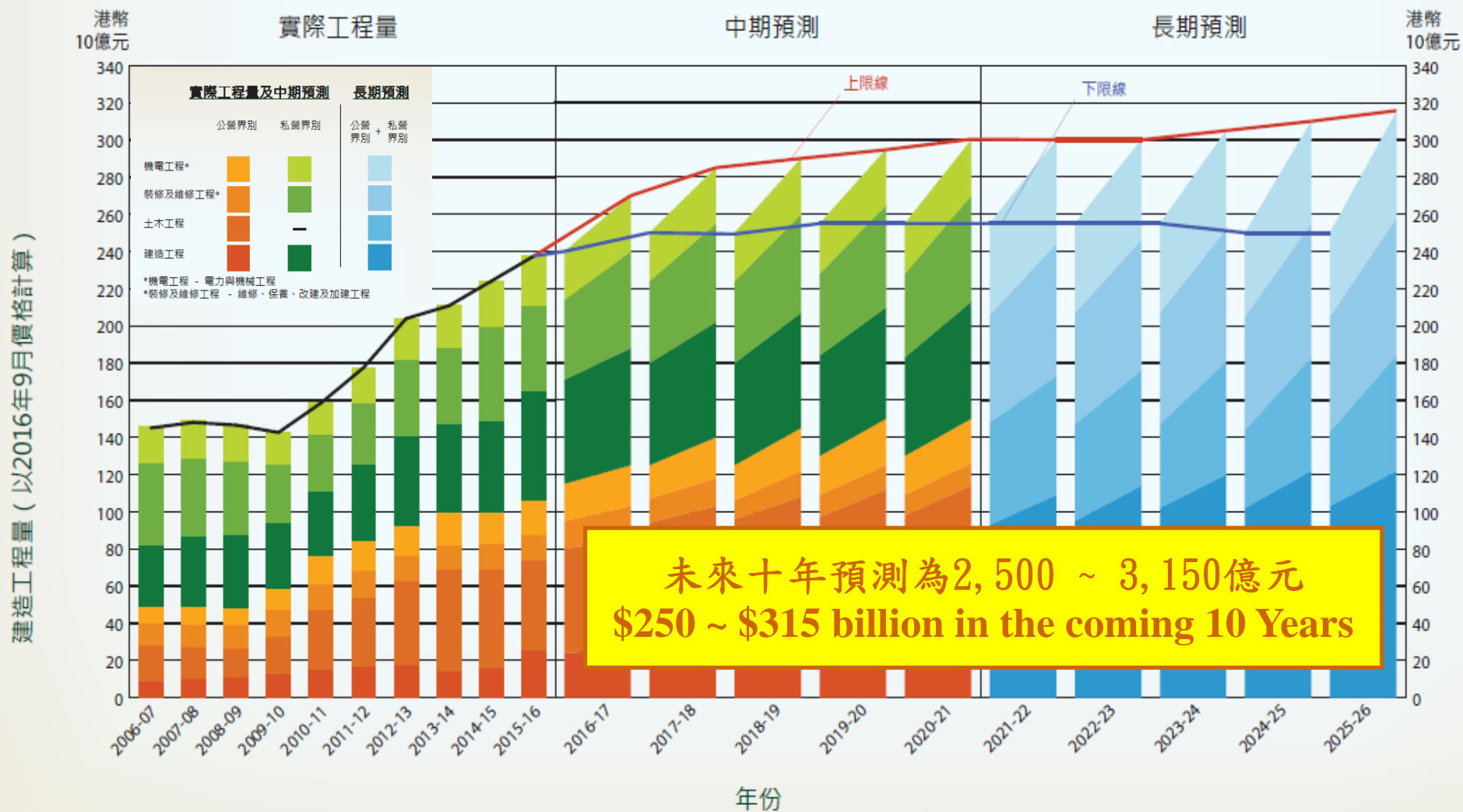
立法會發展事務委員會
Legislative Council Panel on Development
17.7.2017

發展局
Development Bureau



建造業議會 - 建造工程量預測

CIC – Total Construction Expenditure Forecast

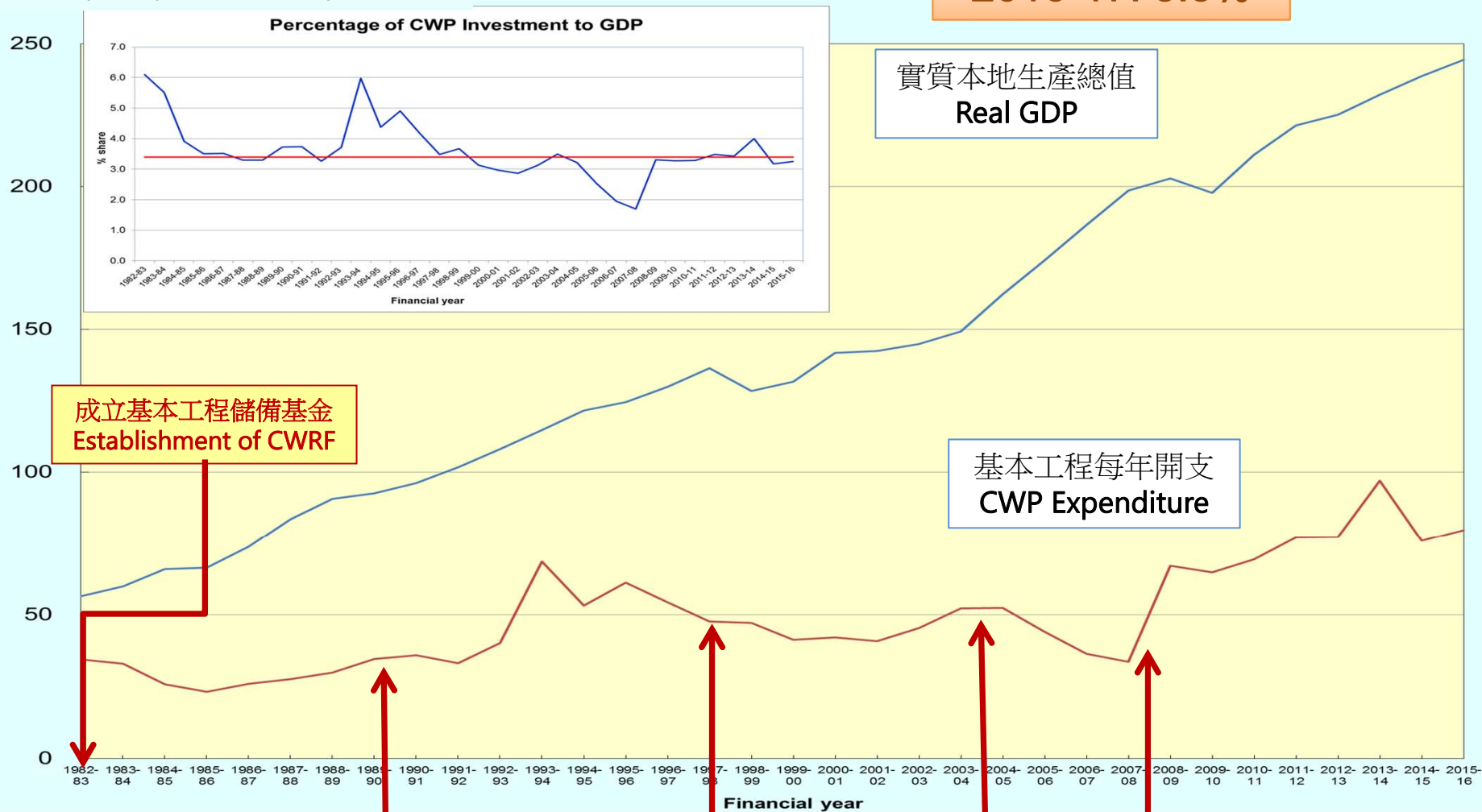


基本工程每年開支佔實質本地生產總值長遠平均值：3.4%

Annual CapWex to Real GDP 30 years long term average: 3.4%

HK\$10B (Sep 2016 prices) for GDP
 HK\$B (Sep 2016 prices) for CWP Expenditure

2016-17: 3.3%

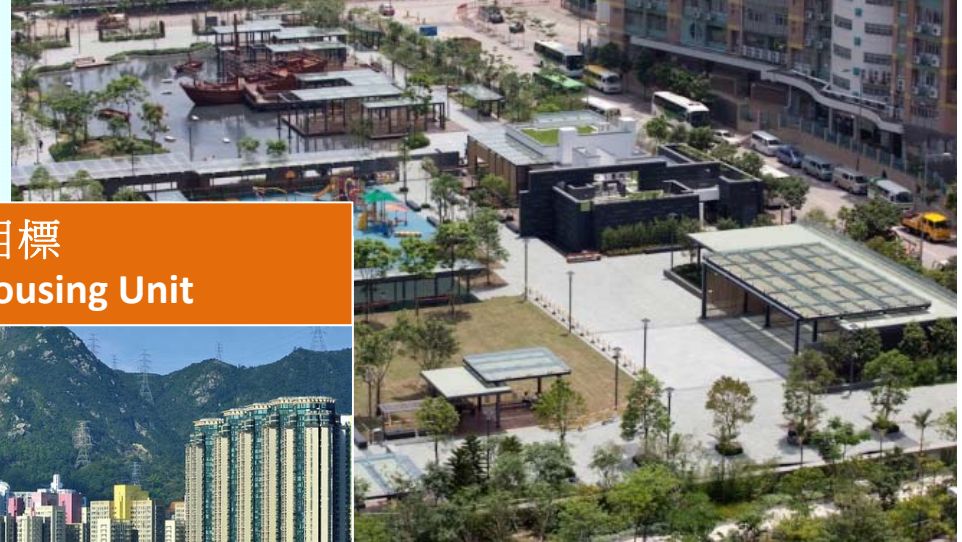


主要基建工程 Major Infrastructure Development

水務及渠務工程
Water Supply, Drainage and Sewerage Works



社區公共空間、康樂及文化設施
District Open Space, Leisure and Cultural Facilities



十年建屋目標
10-year 460,000 Housing Unit



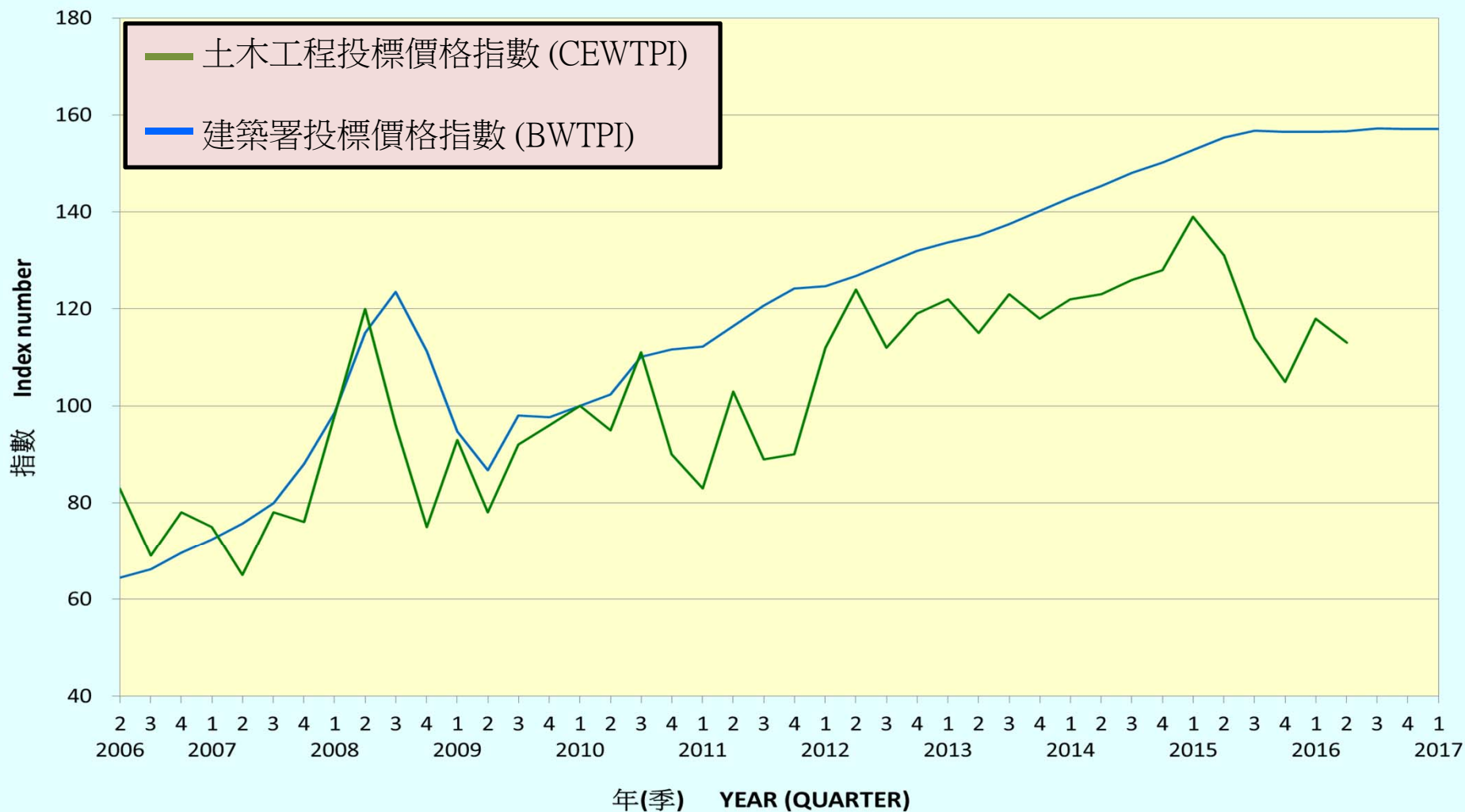
六號幹線
Route 6



十年醫院發展計劃
10-year Hospital Development Plan

投標價格指數

Tender Price Index



三管齊下的方式

Three-Pronged Approach

- 檢討工程要求及制訂工務政策
Review construction requirements and devise works policies
- 審視工程項目估算
Project-by-project scrutiny
- 提高項目管理水平
Enhance project management

檢視工程要求及制訂工務政策

Review Construction Requirements and Devise Works Policies

- 應用科技與創新
Application of Technology Innovation
建築信息模型、可建性、機械化、標準化、預製方式施工
BIM, buildability, mechanisation, standardisation, prefabrication
- 現代的合約採購策略
Contemporary Contract Procurement Strategy
「新工程合約」公開查閱目標價格合約模式
NEC Open Book Target Cost
- 全面檢討工務要求及政策
Comprehensive Review on Requirements and Works Policies
檢討了20多項要求/政策，頒布了8項修訂
20 areas reviewed, 8 promulgated

審視工程項目估算

Project-by-Project Scrutiny

- 檢視約60個項目，造價約共1,700億，節省共約130億元的项目成本
Reviewed ~60 projects, with total estimated cost of ~\$170 billion, achieved savings of ~\$13 billion

提高項目管理水平

Enhance Project Management

- 提升項目估算表現
Uplift cost estimation performance
- 加強政府人員的項目管理技能
Enhance project management capabilities of government officers



展望

Way Forward

- 深化三管齊下的工作，繼續拆牆鬆綁
Continue to implement the three-pronged approach to enhance cost effectiveness
- 推廣私營工程的成本管理文化
Promote cost management culture in private construction works
- 不時檢討項目成本管理辦事處的人手需要及編制
Review the staff requirements and establishment of PCMO regularly

謝謝
Thank You