

立法會發展事務委員會
Legislative Council Panel on Development
27.11.2018

加強成本管理和提升工務工程項目表現
Strengthening Cost Management and
Uplifting Performance of Public Works Projects

發展局（工務科）
Development Bureau
(Works Branch)



政府持續投資工務工程

Government has been investing in Public Works Projects

- 改善市民生活環境
Improve People's Living Environment
- 維持香港長遠競爭力
Sustain Long-term Competitiveness

主要大型項目(正在籌劃中) Major Programme (in the Pipeline)



- 房屋及土地供應
Housing and Land Supply



- 改善民生與地區環境
Improvement of livelihood and district environment

Healthcare

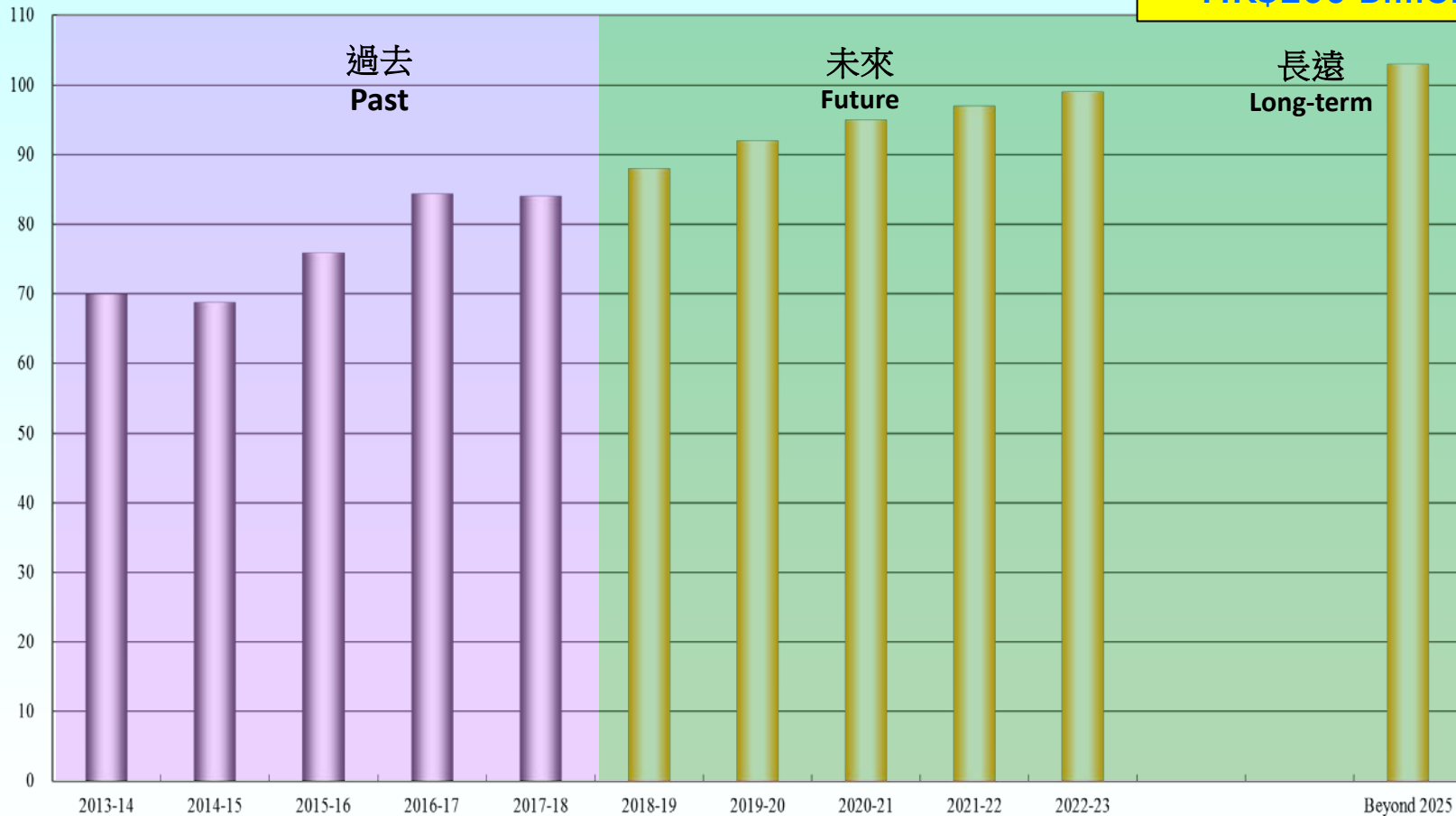
- Allocate additional recurrent funding of nearly **\$6 billion** to Hospital Authority in 2018-19, and ensure that it has adequate resources to employ all local medical graduates; allocate **\$200 million** to enhance the healthcare professional training
- Set aside **\$300 billion** to support the second 10-year hospital development plan, improve facilities of Department of Health's clinics, and upgrade healthcare teaching facilities
- Provide a one-off additional **\$1,000** worth of elderly health care vouchers, involving an expenditure of **\$796 million**
- Extend the Colorectal Cancer Screening Programme to cover individuals aged between 50 and 75, involving a total expenditure of **\$940 million** over the coming 5 years
- Establish a **\$500 million** fund to promote development of Chinese medicine
- Set aside **\$500 million** to support the improvement of patient's co-payment mechanism for purchasing drugs

- 醫院發展計劃
Hospital Development Plan
- 醫療設施發展計劃
Healthcare Facilities Development Programme

基本工程開支 Capital Works Expenditure

港幣十億元
(按當日付款計算)
HK \$billion (MOD)

港幣1,000億元
HK\$100 Billion





建造成本高昂 High Construction Cost

排名 Ranking	2018年凱諦思國際建造成本 Arcadis International Construction Costs 2018	2018年特納唐遜國際建造市場調查 Turner & Townsend International Construction market survey 2018
1	紐約市 New York City	三藩市 San Francisco
2	三藩市 San Francisco	紐約市 New York City
3	香港 Hong Kong	香港 Hong Kong
4	蘇黎世 Zurich	多倫多 Toronto
5	倫敦 London	波士頓 Boston



生產力下降 Declining Productivity



建造業技術工人與整體勞動人口的中位數

Median age of skilled construction worker vs. overall labour force



技術工人老化 Ageing skilled workers

- 年齡中位數 Median age ~ 52

技術工人短缺 Shortage of skilled labour

- 短缺 Shortage 5 000 – 10 000 人(nos.)
- 40% 技術工人 skilled workers > 55歲 (yrs old)

市民對項目表現的期望日益殷切

Growing Public Aspiration for Better Project Performance

- 減少超支及延誤
Reduction in occurrences of cost overrun and programme delay
- 更具成本效益
Better cost-effectiveness
- 物有所值
Value for money



擬議措施

Proposed Actions



2018年施政報告

2018 Policy Address

- 推行策略措施及加強在成本監察和項目管控方面的能力
implement strategic initiatives and enhance capabilities in cost surveillance and project governance
- 將「項目成本管理辦事處」升格，並擴大其編制和職能
upgrade the Project Cost Management Office and expand its establishment and functions

行政長官2018年施政報告

The Chief Executive's
2018 Policy Address

堅定前行 燃點希望

Striving Ahead
Rekindling Hope

全面的方法

Comprehensive Approach



- 加強現時的成本管理措施

Strengthen existing gateway process for cost management

- 由立項至竣工期間，加強控制項目成本
tighten up cost management from project inception to completion

- 提升推展項目的能力

Enhance project delivery capability

- 設立主要項目精英學院
establish a Centre of Excellence for Major Project Leaders



- 帶領策略性發展以提高生產力及成本效益

Lead strategic developments to boost productivity & cost-effectiveness

- 推動「建造業2.0」、建築信息模擬技術、場外建造、「組裝合成」建築法
promote "Construction 2.0", BIM, off-site construction, MiC



- 與國際對口部門及本地業界持份者協作

Collaborate with international counterparts and local stakeholders

設立主要項目精英學院

Establish a Centre of Excellence for Major Project Leaders (CoE)

- 讓公職人員以創新的思維及世界級水平的領導技巧，推展工務工程項目
equip officers with innovative minds and world-class leadership skills in the delivery of public works projects
- 採用合適的採購方法，及與我們的工作伙伴發揮協同效應
adopt suitable procurement approach and develop synergy with working partners
- 學院對項目的推展將有莫大裨益
huge benefit to the implementation of projects
- 計劃在2019年6月中開展課程
plan to commence programme in mid-June 2019



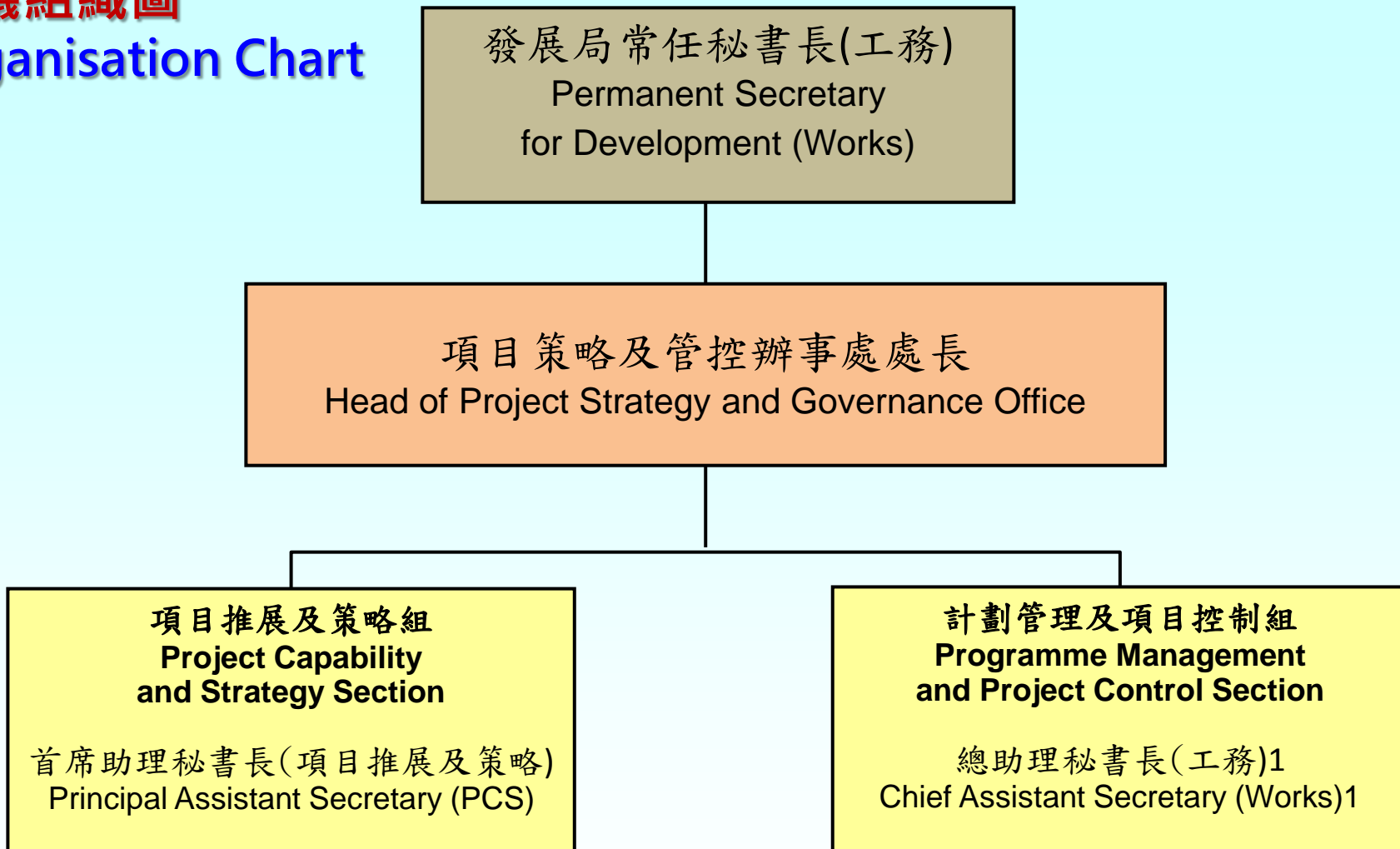
項目策略及管控辦事處

Project Strategy and Governance Office (PSGO)

- 專責部門推行有關措施
Dedicated office to implement related initiatives
- 開設一個首席政府工程師(首長級薪級第3點)常額職位
Create 1 permanent post of Principal Government Engineer (D3)
- 把一個有時限的政府工程師職位(首長級薪級第2點)，轉換成為常額職位
Convert 1 time-limited Government Engineer post (D2) in PCMO to a permanent post
- 由13名不同範疇的專業人員組成，包括建築師、工程師、工料測量師等
Comprising 13 professionals from different disciplines including architect, engineer, quantity surveyor etc.

建議組織圖

Organisation Chart



後續工作

Wayforward

- 盡快推行加強成本管理的相關措施
Implement the related initiatives of strengthening cost management as early as possible
- 展開提升項目的表現及推展能力的研究
Commence consultancy studies for enhancing performance and delivery capability
- 籌備設立主要項目精英學院
Arrange to establish CoE
- 向人事編制小組委員會及財務委員會提交開設職位建議
Recommend to Establishment Sub-committee and Finance Committee on staffing proposal



謝謝
Thank You

