

**A Mapping between CIRC Recommendations  
and the HA's Quality Housing Initiatives**

	<b>Reform Measures Recommended in the CIRC Report</b>	<b>CIRC Recommendation No.</b>	<b>HA' Quality Housing Initiative No.</b>
(1)	Wider use of value management techniques in local construction.	3	5 (along with project partnering workshop)
(2)	Clients to ensure appropriate allocation of responsibilities among project participants and to enforce a clear accountability structure within their own organizations	7	34
(3)	Set up a voluntary subcontractor registration scheme, to be administered by the industry itself, to raise the standard of local trade subcontractors. The scheme should build on the Organized Specialist Subcontractor System initiative	9(a)	31
(4)	Provide training to enhance the skills and competence of subcontractors	10	25
(5)	Clients and the main contractors Prohibit total subletting and exercise control over the performance and management of piling subcontracting. <b><i>Recognised HA's effort in management of piling sub-contracting.</i></b>	11(a)	37
	Housing Authority to tighten control over subcontracting in other areas of construction works in addition to piling works	11(c)	31

Note : Recommendations specifying HA as implementing party are highlighted in grey

	<b>Reform Measures Recommended in the CIRC Report</b>	<b>CIRC Recommendation No.</b>	<b>HA' Quality Housing Initiative No.</b>
(6)	Ensure adequate supervisory provision and develop a structured site supervision system.	13(a)	16 & 17
	Housing Authority and works departments to develop a more structured site supervision system which specifies the supervision requirements for various stages of construction for different types of works undertaken by them.	13(c)	15
(7)	Clients to rigorously enforce acceptance standards and to consider designating site supervision proposals as a critical criterion for tender evaluation. For consultant-managed projects, clients to require consultants to demonstrate that they have satisfactorily carried out their supervisory role in all project activities.	14	15
(8)	Clients, consultants and contractors to critically examine their site supervision systems with a view to streamlining bureaucratic procedures. Documentation to be maintained at a suitable level sufficient to clearly establish accountability.	15	16, 17 & 19
(9)	Independent technical audits to be carried out on a regular basis as work progresses. Malpractices identified should be sanctioned.	16	34
(10)	The Government and the Housing Authority to consider the feasibility of bringing public housing projects within the ambit of the Buildings Ordinance, and put in place appropriate and practical independent auditing arrangements to uphold the quality standards of public housing. <i>Note HA's intention in this pursuit and urge HA to make its earnest effort.</i>	18	18

	<b>Reform Measures Recommended in the CIRC Report</b>	<b>CIRC Recommendation No.</b>	<b>HA' Quality Housing Initiative No.</b>
(11)	Employers and project teams to improve on current arrangements for quality control tests to safeguard quality.	19	37
(12)	Housing Authority to keep the new arrangements for consultant selection under review with the objective of promoting better performance among consultants. <i>Note and support HA's criteria for selecting consultants.</i>	21	12
(13)	Support the objectives of Housing Authority's recent initiatives to improve its contractor listing and tendering practices and its contractor performance appraisal system. Housing Authority to proceed quickly with the implementation of these initiatives in close consultation with the industry. <i>Note and support HA's policy of taking into account contractor's performance in determining tendering eligibility and contract award.</i>	24	11
(14)	Housing Authority to review and further refine the Performance Assessment Scoring System 2000 in the light of industry feedback.	26	44
(15)	Public sector clients to conduct post-completion reviews with consultants and contractors.	30	5
(16)	Public sector clients <i>including HA</i> to take a lead in promoting wider adoption of systematic risk management to improve project performance.	32(a)	3
(17)	Clients should be prepared to reject exceptionally low bids which have not taken full account of the risks involved, while tenderers should make adequate provisions in tender prices for statutory and contractual responsibilities.	33	11

	<b>Reform Measures Recommended in the CIRC Report</b>	<b>CIRC Recommendation No.</b>	<b>HA' Quality Housing Initiative No.</b>
(18)	Reconsider the recommendations of the consultancy study on the General Conditions of Contract for Public Works Projects with the objective of achieving a more equitable allocation of risks between the contracting parties.	35	3
(19)	Employers, consultants and contractors to adopt a proactive approach in resolving claims and disputes as they arise. Training for the project team and other resources to be provided to ensure the effective implementation of this approach.	37(a)	5
	Encourage proactive and collaborative ways of dispute resolution by providing in contracts alternative dispute resolution methods, in addition to formal and binding adjudication means.	37(b)	6
(20)	Public sector clients and progressive clients in the private sector to take a lead in the wider adoption of a partnering approach in implementing construction projects.	38	1 to 5
(21)	Clients and project teams to secure teamwork, good practice and commitment from all parties at a project level through a jointly developed project pact.	40	1
(22)	Government and other major clients to consider the wider adoption of the milestone payments approach.	41	14
(23)	Draw up a structured training framework based on practical training for site supervisors to supplement institutional training. Training institutions to improve on the curricula of diploma courses for site supervisors. Top-up courses to be organised for supervisors without formal training to acquire the necessary competencies.	48	25

	<b>Reform Measures Recommended in the CIRC Report</b>	<b>CIRC Recommendation No.</b>	<b>HA' Quality Housing Initiative No.</b>
(24)	Support in principle the Construction Advisory Board's proposal to implement a construction worker registration scheme. Works Bureau to consult the industry widely on the proposed scheme and the implementation details. The scheme should take account of the more refined skill definition framework proposed for construction workers.	52	24
(25)	Support the initiatives taken by public sector clients to contractually require their contractors to employ a specified percentage of trade-tested workers and to increase such percentage over time.	53	26
(26)	Employers to issue clear guidelines to frontline site supervisory staff and those responsible for accepting completed works on prohibitions against acceptance of advantages and excessive entertainment offered by contractors and subcontractors.	58(b)	39
	Public sector clients to take a lead in requiring their consultants and contractors to pledge for probity, promulgate a code of conduct and provide probity training for their staff.	58(c)	39
	Professional institutions and other industry bodies to maintain an effective sanction mechanism against those who have breached the rules of conduct or codes of practice.	58(d)	39

	<b>Reform Measures Recommended in the CIRC Report</b>	<b>CIRC Recommendation No.</b>	<b>HA' Quality Housing Initiative No.</b>
(27)	Client organisations to promote wider use of direct labour through contractual requirements.	60	23
(28)	Facilitate better integration in the delivery of construction projects through wider adoption of alternative procurement approaches (e.g. design and build and prime contracting) in both the public and the private sectors.	61	30 & 49
(29)	Public sector clients to take the lead in promoting wider use of standardised and modular components in local construction.	62	28
(30)	Clients, with public sector clients taking the lead, to work with stakeholders to improve construction efficiency by judicious standardisation and rationalisation of construction processes and practices.	63	28
(31)	Public sector clients, <i>in particular the Housing Authority</i> , to take the lead in promoting wider use of prefabrication and other buildability measures in Hong Kong. Enhance private sector capability in this regard through training, promulgation of guidelines and codes and R&D.	65	28
(32)	Major clients and other key stakeholders to lead in the wider adoption of IT and to commit resources for the successful implementation of various IT initiatives	67	29
(33)	Public sector clients and other progressive clients in the private sector to commit adequate resources for the carrying out of research activities beneficial to their corporate and project objectives.	71	29
(34)	Establish better collaboration between industry and local research bodies on construction-related R&D. Set clear objectives, directions and priorities for such R&D efforts.	73	29

	<b>Reform Measures Recommended in the CIRC Report</b>	<b>CIRC Recommendation No.</b>	<b>HA' Quality Housing Initiative No.</b>
(35)	Works Bureau and the Housing Authority to consult other concerned bureaux and departments, industry stakeholders and the ready-mixed concrete industry in studying the feasibility of the suggested improvement measures to promote competition in the prices of ready-mixed concrete. <i>Note HA's effort in promoting competition in ready mix concrete.</i>	78	33
(36)	Works Bureau and the Housing Authority to take a lead in incorporating practicable features of the UK's Construction (Design and Management) Regulations into the safety planning and management systems for public works projects and public housing projects. <i>Recognize HA's projects are safer than private sector.</i>	82	The Authority's Site Safety Strategy Initiatives Part 4
(37)	Promote wide adoption of integrated site management systems with site safety being an integral part of line managers' overall site management responsibility.	84	The Authority's Site Safety Strategy Initiatives Part 5 & 6.
(38)	Safety training and promotional efforts to be strengthened by providing site safety training to line managers and site supervisors to achieve effective management.	85(b)	The Authority's Site Safety Strategy Initiatives Part 5 & 6.
	Promoting site-specific safety briefings and training. Major clients to lead by requiring their contractors to conduct such training. Assistance to be provided to contractors and subcontractors on how to develop and conduct in-house safety training.	85(d)	The Authority's Site Safety Strategy Initiatives Part 5
	Enhance green card safety training for construction workers by including hands-on training. More advanced safety training to construction workers who have attended basic green card training. Safety content in skill testing to be increased.	85(e)	The Authority's Site Safety Strategy Initiatives Part 5

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(39)	Top management of major public and private sector clients to drive improvements in safety performance through procurement and contractual arrangements.	86	The Authority's Site Safety Strategy Initiatives Part 3 and 4
(40)	Major clients, in particular public sector clients, to take a lead in practising the concept of life-cycle costing.	90	30
(41)	Develop costing models and tools for calculating life-cycle costs, a database on the life-cycle costs and performance of materials and components, and a common set of accepted performance-based specifications for materials and components.	91	30
(42)	Strengthen defects liability warranty for new buildings.	92	21
(43)	Housing Authority to take a lead in the wider use of green designs in its housing estates. Encourage progressive developers in the private sector to see their proactive engagement in this area to be essential to business success.	94	35
(44)	Public sector clients to take a lead in abating environmental nuisance during construction by giving appropriate weight to the environmental performance of contractors in tender assessment and ongoing performance assessment.	97(a)	11
(45)	Support Government's plan to introduce charges for waste disposal facilities (such as landfills) to motivate contractors to separate and sort C&D material or to seek alternative disposal outlets.	100	36

	<b>Reform Measures Recommended in the CIRC Report</b>	<b>CIRC Recommendation No.</b>	<b>HA' Quality Housing Initiative No.</b>
(46)	Public sector clients to take a lead in the wider use of recycled materials (such as recycled aggregate and reclaimed bituminous material) in their projects by suitably revising the general specifications for public works projects and public housing projects and carrying out trial projects.	102	30
(47)	Buildings Department and other industry participants to work together on a common, comprehensive environmental assessment scheme with appropriate incentives (e.g. in the form of financial incentives and/or public recognition) for local use, capitalising on the work that has gone into the formulation of HK-BEAM, the Hong Kong Energy Efficiency Registration Scheme for Buildings and similar assessment schemes. The assessment scheme should cater for different building types and separate scores should be given for different environmental aspects.	105	36