

Quality Housing : Partnering for Change
Implementation Plan Phase I
(End March 2002)

Pillar 1 - Providing Quality Products and Services to Customers		
I.1	To provide a 10-year structural guarantee to all Home Ownership Scheme and Private Sector Participation Scheme developments from the date of completion. (Rec 21)	I
I.2	To establish an intake hot-line so that tenants/owners may report building defect conveniently. (Rec 41)	I
I.3	To require contractors to rectify defects after in-take speedily through setting up Customer Service Teams, adjusting the release of retention money by the HD and extending the defect liability period to 2 years. (Rec 20)	I
I.4	To introduce short-term measures to address the production peak, such as outsourcing final flat inspection to ensure consistency of handover standard. (Rec 40)	I
Pillar 2 - Revamping the Piling Process		
I.5	To introduce short-term measures for safeguarding the quality of piling works. (Rec 37)	I
I.6	To improve the quality of piling works in the long run. (Rec 38)	P
Pillar 3 - Reinforcing Site Supervision		
I.7	To reimburse site supervision cost for providing extra staff for enhanced requirements to safeguard the quality of supervision. (Rec 42)	I
I.8	To deploy and maintain sufficient and competent supervisory staff by the HD, consultants and contractors on all sites during project implementation. (Rec 17)	I
I.9	To strengthen on-site supervision by providing resident professionals for piling and large-scale building projects. (Rec 16)	I
I.10	To streamline handover inspection procedures and define clear acceptance authority during project completion with a view to providing clear and consistent project handover standards to contractors. (Rec 19)	I
I.11	To provide induction training to inhouse and consultant site staff to reinforce site supervision. (Rec 43)	I
Pillar 4 - Reforming Listing and Tendering Practices		
I.12	To secure competent consultants from the tendering system. (Rec 12)	P
I.13	To secure competent contractors from the tendering system. (Rec 11)	I
I.14	To enhance the objectiveness and independence of the disciplinary mechanism. (Rec 10)	U
I.15	To strengthen the representativeness and coverage of building contractors' performance appraisal system. (Rec 8)	P
I.16	To put PASS 2000 on trial for evaluating its effectiveness. (Rec 44)	I
Pillar 5 - Establishing a Partnering Culture		
I.17	To reinforce the partnership relationship between the BC and the HD by reviewing BC's structure and operations. (Rec 46)	U
I.18	To reinforce stakeholders' commitments in delivering quality housing through drawing up a Quality Partnering Charter and highlighting their participation in each project by publicizing their names in sale brochures and completed developments. (Rec 1)	P
I.19	To clearly define key stakeholders' roles and responsibilities and to maximize benefits of their contributions and interaction. (Rec 2)	P
I.20	To strengthen the communication channels with key stakeholders at the strategic level through establishing an annual partnering conference by the HA and regular workshops by the HD's directorate staff. (Rec 4)	P
I.21	To reinforce the partnering spirit with contractors and consultants during project implementation through setting up partnering meetings and review workshops by the HD's project teams at the commencement, implementation and completion stages of the project respectively. (Rec 5)	P
I.22	To allow sufficient time for contractors to deliver quality housing by extending the normal construction period of new piling and building works by 1 and 2 months respectively. (Rec 32)	I
I.23	To revise contractual arrangements for achieving more equitable risk-sharing. (Rec 3)	I
I.24	To establish 'Site Works Forum' for quick resolution of site problems. (Rec 45)	I
Pillar 6 - Re-engineering Departmental Operations		
I.25	To reform the operations of the HD's Development and Construction Branch. (Rec 34)	I

Already Implemented (I) = 16, Partially Implemented/Launched as Pilot System (P) = 7, In progress(U) = 2

Quality Housing : Partnering for Change

Implementation Plan Phase II

Pillar 7 - Reinforcing Partnering Culture		
II.1	To resolve disputes speedily during project implementation through the use of adjudication and/or Dispute Resolution Advisers in large-scale building contracts. (Rec 6)	P
II.2	To tap customer feedback more proactively for continuous improvements. (Rec 7)	P
II.3	To strengthen the appraisal system for consultants to enhance its objectivity and consistency and to draw up clear guidelines for performance evaluation. (Rec 9)	P
Pillar 8 - Enhancing Quality Monitoring Assurance		
II.4	To identify “designated sample flats” to provide realistic acceptance benchmarks for contractors to follow during construction and to produce video tapes/CD ROM for demonstrating desirable building procedures/methods. (Rec 13)	P
II.5	To draw up a list of milestone check-points for monitoring contractors’ progress and to link up the achievement with performance appraisal and contract payments. (Rec 14)	P
II.6	To require contractors and consultants to submit Quality Supervision Plans on project management proposals. (Rec 15)	P
II.7	To explore the introduction of a quality warranty system by contractors. (Rec 22)	I
Pillar 9 - Reinforcing Third Party Control		
II.8	To introduce an objective third-party scrutiny on the HA’s buildings by putting them under the control of the Buildings Ordinance. (Rec 18)	P
Pillar 10 - Uplifting Professionalism		
II.9	To consider requiring contractors to employ contract workers in core trades by themselves and through their nominated sub-contractors and domestic sub-contractors. (Rec 23)	P
II.10	To support the implementation of the Construction Workers’ Registration System for enhancing the industry’s professionalism. (Rec 24)	P
II.11	To liaise with training authorities in providing more site management and public housing-oriented courses and continuous training opportunities for workers. (Rec 25)	P
II.12	To uplift the professional qualifications for site supervisory staff and to increase the proportion of trade-tested workers from 35% to 60% in 3 years through contract requirements. (Rec 26)	P
II.13	To strive for better site safety records by implementing the “Pay for Safety Scheme”, stipulating the minimum threshold for safety provision budget in contracts and strengthening site safety requirements in tender assessment. (Rec 27)	I
II.14	To provide better working environment for workers by upgrading relevant contract specifications. (Rec 47)	P
Pillar 11 - Improving Productivity		
II.15	To promote the wider use of mechanized building process, including system formwork and prefabricated building components. (Rec 28)	P
II.16	To promote research within the building industry (Rec 29)	P
II.17	To facilitate the development of an integrated production process. (Rec 30)	P
II.18	To support the formation of an Organised Specialist Sub-contractors System and the employment of contract workers for tightening up control over sub-contracting. (Rec 31)	P
II.19	To commission a consultancy study to analyze the causes for the relatively high construction costs for residential developments. (Rec 33)	P
II.20	To plan for a pilot “Green Estate” for developing the concept of sustainable development. (Rec 35)	I
II.21	To reduce construction waste and improve the environment. (Rec 36)	I
II.22	To work with other stakeholders to uphold the industry’s ethical integrity. (Rec 39)	I
II.23	To enhance the specification system to take on board new trade practices, reduce documentation and allow flexibility by professionals (Rec 48)	P
II.24	To explore ‘Design, Build, Operate, Transfer’ (DBOT) Concept. (Rec 49)	P
II.25	To establish a systematic mechanism to steer the overall research strategy and oversee the use of HA Research Fund. (Rec 50)	P

Already Implemented (I) = 5, Partially Implemented/Launched as Pilot System (P) =20, In progress (U) =0