



房屋署助理署長 (發展及採購) 陳立銘先生主導辭  
Keynote Address by Mr. N. M. Chan, Assistant Director of Housing (Development and Procurement)

香港房屋委員會致力發展公共房屋，目的是為有需要的市民帶來安樂的居所。現時，全港有三分之一的人口居住在資助公共租住房屋，房委會管理超過68萬個租住單位和附屬設施，每年平均建屋量約為1萬5千個單位。目前，處於不同施工階段的公屋單位約4萬5千個。

保持工地安全，責任主要落在作為合法責任人的承建商 / 服務供應商和工人身上。然而，房委會是一個負責任的發展機構，相信透過供應系統促進工地安全，不但有助提高生產力和施工質素，亦是我們對履行本身企業公責任的一個承諾，支持我們實現持續發展的目標。

一直以來，房委會本着基本信念，致力透過不同的渠道，推廣工地安全，我們採用三管齊下的方法，策動業界提升安全水平，包括：採購策略和表現監察機制、加強合約規定和研究、培訓及推廣等措施。以近年來看，新工程及維修保養工程的工地安全表現已有顯著和持續的改善，令人鼓舞，這是業界共同努力的成果。

我們的策略和方針彰顯合作精神的重要性，並強調房委會可採取切合實際的方法，透過獎勵和制裁、採購和合約措施、制訂表現基準和進行表現監察、安排重點培訓及舉辦宣傳推廣活動，發揮推動安全管理及成效的作用。多年來，我們一直以循序漸進的方式鼓勵承建商、分包商和工人，逐步採用更安全的工作模式和締造更安全的工作環境，並藉此取得理想成效。

房委會轄下工地於2007年取得零致命意外和非常低的千人意外率之優良成績，但在最近的密集趕工期間卻發生了一些嚴重事故，包括流動起重機翻側，工友在進行修剪樹木、鋼模板吊運操作及進行切槽頭等工地操作時受傷。我們在錯愕和感到遺憾之餘，更需要提醒自己時刻緊記，所有工地的安全工作都不能有絲毫鬆懈。

要維持高水平的安全表現，固然是必須防患於未然。如果大家能夠提高警覺、加強工地監督和風險管理的工作，意外是可以或多或少地避免發生的。由於地盤工人的流動性非常高，要保持工地安全，所有階層的員工必須參與，亦要多方面鞏固團隊合作。「安全氣候指數調查」猶如一把鑰匙，可以讓我們從另一途徑去了解工作團隊的成員，看看他們所抱持的態度和價值觀，找尋需要改善的範圍。

我們敦促各承建商、承辦商、管理層和前線員工，必須加緊聯繫，要達致安全施工，必須上下一心，緊守崗位，妥善地籌劃工程，加強監督。

我們的3個持續目標：

1. 維持零致命意外的目標，並透過採購和合約措施，逐步提高安全標準；
2. 監察各項措施的成效，以期進一步加強風險管理和持續改善表現；以及
3. 推動業務相關者參與研究、培訓和工地安全推廣活動。

房屋署工地安全小組委員會，會繼續與業界緊密合作，研究透過合約和表現監察等措施，以潛移默化的方式，鞏固工地安全。我們希望業務伙伴能貫徹實行安全管理計劃，嚴格執行安全施工，把安全訊息推展至所有合作伙件，攜手共建安全文化，共同努力，為工友提供一個安全健康的工作環境，提高他們在工地的安全保證！

The Hong Kong Housing Authority is committed to the development of public housing with the aim of providing those in need with a decent home to live in. At present, nearly one third of our population is living in subsidised public rental housing. The HA has a stock of about 680,000 flats and on average a production programme of about 15,000 flats per year. There are about 45,000 public housing flats under construction in various stages.

The responsibility for maintaining site safety primarily rests with contractors /service providers and workers as the legitimate duty holders. Notwithstanding, the HA as a conscientious client believes that promoting site safety through the supply chain helps to bring about high productivity and quality of works, it is also an important dimension of our corporate social responsibility, which supports our sustainable development goals.

The HA has all along endeavoured to promote site safety through various channels. Embracing our core values, we have adopted a three-pronged approach to mobilise the industries to raise safety standards through procurement strategies and a performance monitoring mechanism; enhanced contract requirements as well as research, training and promotion. In recent years, a notable and on-going improvement has been made to site safety performance in new works and maintenance works, and the trend is promising. This is an achievement of the industries in their concerted efforts.

Our strategy and approach underscores the importance of partnership and the practical ways in which the HA can exercise its leverage with the contractors and service providers through incentives and sanctions, procurement and contractual measures, performance benchmarking and monitoring, and focused training, publicity and promotion events. Over the years, we have been progressively motivating our contractors, service providers and workers to adopt safer working practices in a safer workplace with an incremental approach.

We have achieved the remarkable record of zero fatal accident and very low accident rate in the Housing Authority's construction sites in 2007. Nevertheless, a few serious incidents have occurred during the recent bunching of completion stage works in HA's building construction sites, including overturning of mobile cranes, and injuries sustained by workers during site operations like tree pruning, steel formwork hoisting and pile head cutting work. These incidents had not only struck us with surprise and regret, they had also reminded us not to allow even the slightest relaxation in maintaining our site safety effort in all construction work sites.

To maintain a high safety standard, prevention is always the key factor. If we are able to heighten vigilance, strengthen site supervision and risk management, many accidents could have been prevented. As the mobility of construction workers tend to be highly volatile, it is important to ensure participation of all tiers of the workforce in safe work practice and site management. Teamwork is always indispensable. The "Safety Climate Index Survey" provides a key for us to probe into the world of our co-workers, with regard to their attitude and values which may hamper on safety management. This may provide a pointer for bridging the weakest links.

We would urge our contractors and service providers, their management, supervisors and frontline staff to foster teamwork and communication with each other. To ensure safe work practice, it is necessary for everyone from top to bottom to work together, ensure proper planning of works and strengthen supervision.

Our three on-going goals are as follows:

- a. To maintain the target of zero fatal accidents and raise safety standards gradually through procurement and contract measures;
- b. To monitor the effectiveness of various initiatives to further strengthen risk management and sustain improvement in performance; and
- c. To encourage stakeholders to participate in research, training and site safety promotion activities.

The Housing Department Site Safety Sub-committee will continue to work closely with the industries, and explore ways to enhance site safety through contracts and performance monitoring. We hope that our business partners can continue to enforce safety management plans, trench safe work practices, disseminate safety message to all partners and work hand in hand for a safety culture. Only with joint efforts can we ensure a safe and healthy working environment at all times!