



工程和物業管理 安全研討會 2020
Safety Forum 2020 for Works Contracts and Property Management Services Contracts

風險管理 保障工地安全與健康

房屋署助理署長（發展及採購）
梁健文先生

2-11-2020

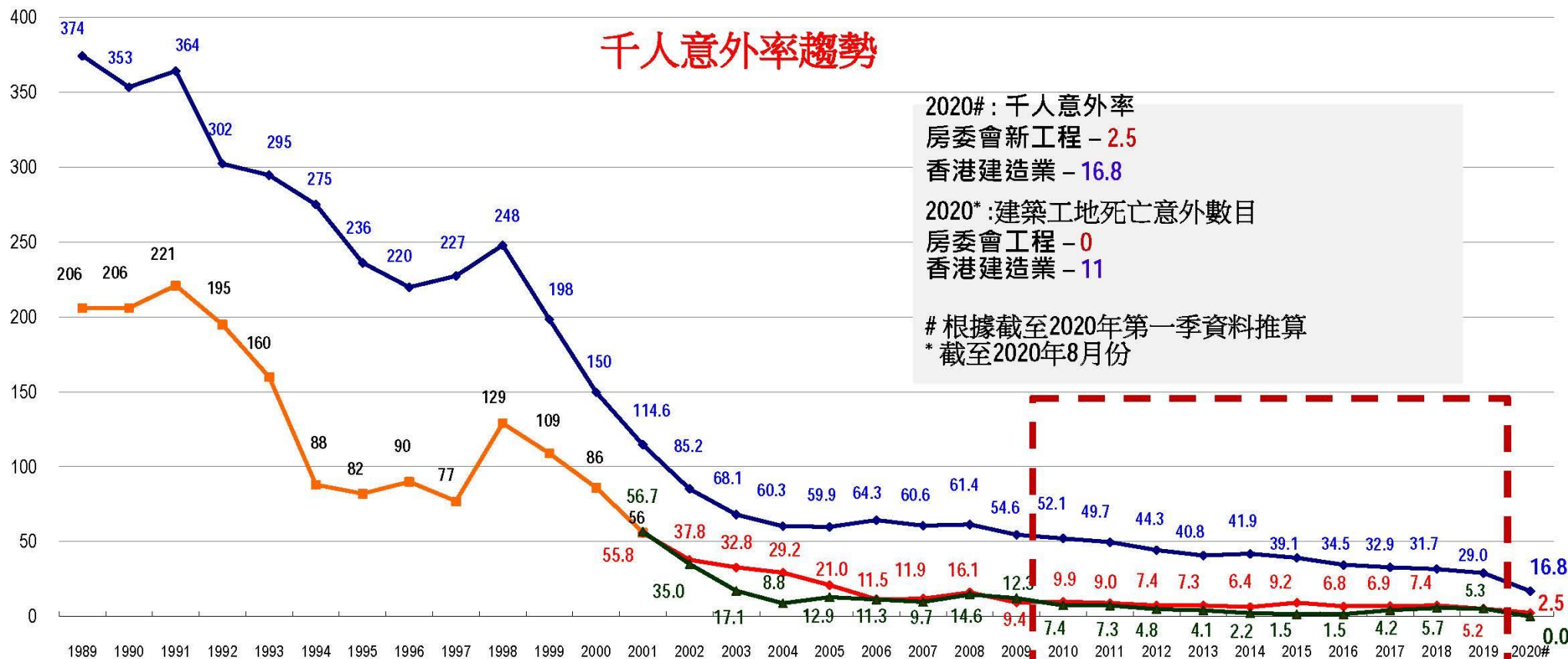


風險管理要做好 職安健康可達到
 Effective Risk Management Key to Occupational Safety and Health

安全表現



千人意外率趨勢



2020# : 千人意外率
 房委會新工程 - 2.5
 香港建造業 - 16.8

2020* : 建築工地死亡意外數目
 房委會工程 - 0
 香港建造業 - 11

根據截至2020年第一季度資料推算
 * 截至2020年8月份

資料來源：
 勞工處、政府統計處
 及房委會地盤報告表

● 香港建造業

■ 房委會新工程及維修保養工程

● 房委會新工程

■ 房委會維修保養工程

安全表現



千人意外率 及 建築工地死亡意外



千人意外率
根據2020年第一季資料推算
工地死亡意外
* 截至2020年8月底資料

資料來源：勞工處、政府統計處及房委會工地報告



千人意外率
工地死亡意外

- ◆ 香港建造業
- 房委會新工程
- ▲ 房委會維修保養工程
- 香港建造業
- 房委會新工程
- 房委會維修保養工程

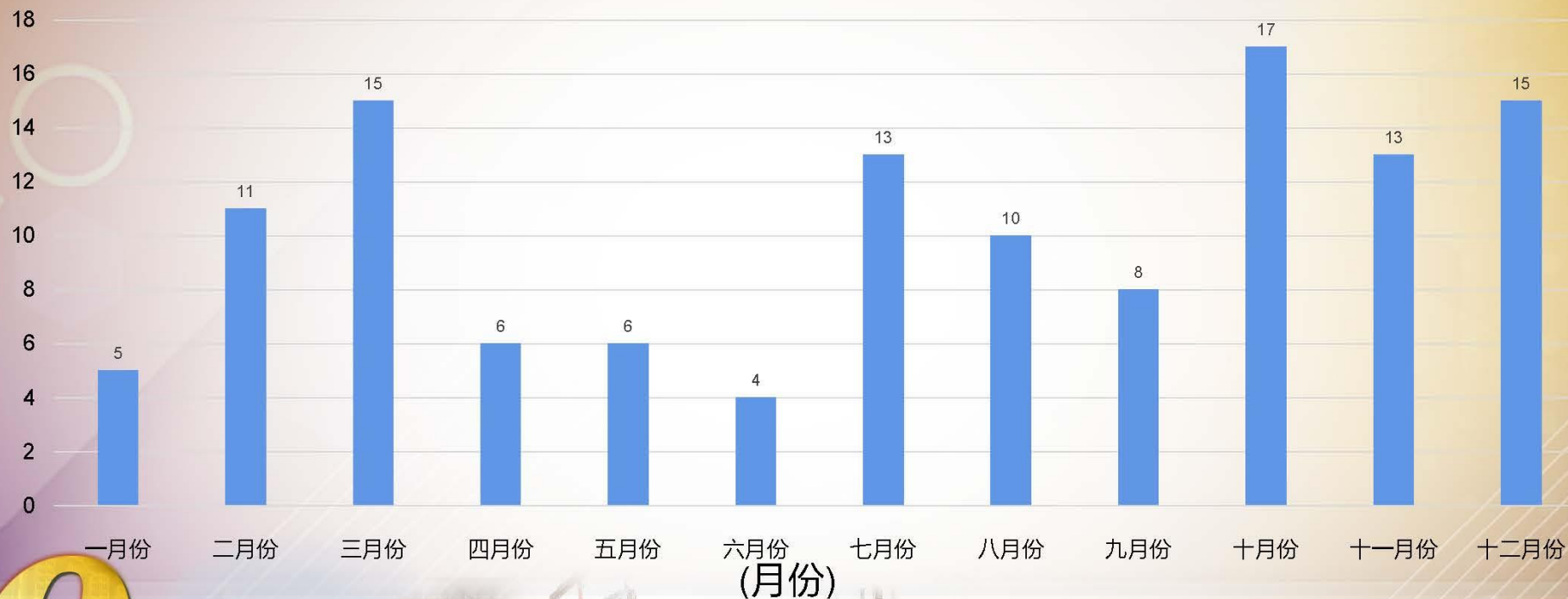


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安全表現



香港建造業 (2013年 - 2019年) 各月份的 建築工地死亡意外數目



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安全表現



2010年至2019年香港建造業工業死亡意外的種類及數目

意外種類	年份										總數 (宗)	百份比 (%)
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019		
人體從高處墮下	6	10	12	15	7	9	7	9	11	7	93	52.0
觸電或接觸放出的電流	1	2	7		2	3	2		1		18	10.1
被移動物件或與移動物件碰撞		3	2	2	2	1	1	3		2	16	8.9
遭墮下的物件撞擊		3		2	5	3		1		2	16	8.9
受困於物件之內或物件之間		1	1		2	1		3	1	1	10	5.6
受困於倒塌或翻側的物件		2						3		2	7	3.9
遇溺		1		1				3		1	6	3.4
遭移動中的車輛撞倒				1		1			1	1	4	2.2
觸及開動中的機器或觸及以機器製造中的物件	2										2	1.1
泥土傾瀉受傷			1	1							2	1.1
窒息					1	1					2	1.1
與固定或不動的物件碰撞			1								1	0.6
火警燒傷					1						1	0.6
爆炸受傷		1									1	0.6
每年宗數	9	23	24	22	20	19	10	22	14	16	179	100

風險管理



預防勝於治療

風險管理

- 溝通與諮詢、瞭解客觀環境、風險評估、風險處理、監察與檢討

(1) 溝通與諮詢

- 與業界之會議、分享會、研討會
 - 交流經驗，諮詢意見
- 與內部工程團隊溝通
 - 瞭解各持份者關注之地方
- 制訂出貼切準確，實際可行之措施



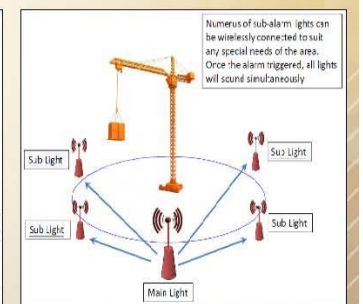
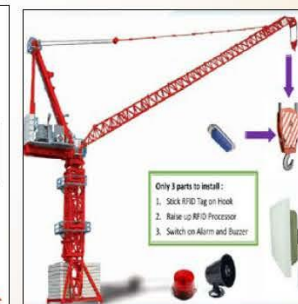
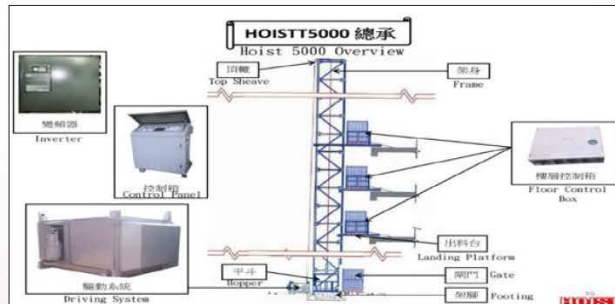
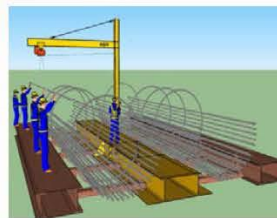
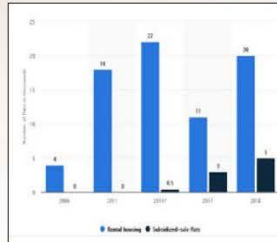
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(2) 瞭解客觀環境



面對的機遇及挑戰

- 背景
 - 建屋時間表
 - 法例要求
 - 科技改進工地安全之可行性
 - 施工程序出現之風險情度
 - 提升安全措施之財務影響
 - 持份者之價值觀
 - 人力資源之需求
 - 業界人才、技術、設備等情況
- 採取適當策略，實現工地安全目標



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(3) 風險評估



識別危害、風險分析及風險評定

- 識別危害，防患未然
- 對承建商要求
 - 建立安全管理制度，訂定安全計劃，包括工作危害分析
 - 辨識工作危害，評估面對之風險
 - 風險分析：一般風險評估及針對性風險評估
 - 風險評定，決定需要處理之風險，確定風險管理之優先次序
- 挑選承建商
 - 名冊管理，選擇有能力之承建商承投房委會工程
 - 投標機會：承建商之工作量、過往表現，包括安全評分
 - 評審標書：安全因素：(1)承建商表現評分；(2)嚴重工地意外、觸犯安全法例、技術報告



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(4) 風險處理



- 承建商進行工程，須提交施工方案，交代安全施工程序及風險控制措施
- 有**危險出現**，**立刻停止施工**
- 處理風險之優次原則
 - 消除風險
 - 尋找替代方法
 - 採取工程技術控制風險
 - 實施行政措施減低風險
 - 最後使用個人防護裝備管控剩餘風險

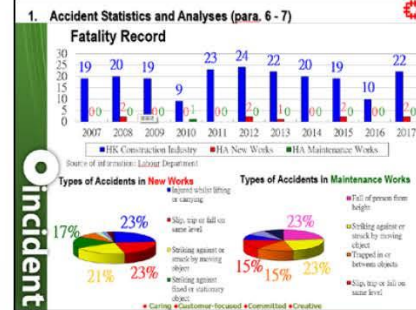
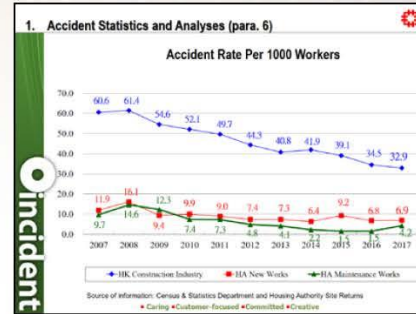


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(5) 監察與檢討

房委會及房署各監察小組和委員會

- 建築小組委員會、投標小組委員會、房屋署環保健康及安全委員會、房屋署工地安全小組委員會
 - 定期提交工地安全報告，指出意外率變動及趨勢，分析事故及提出改善措施
- 採購檢討及名冊管理委員會(PRLMB)和承建商檢討小組委員會(CRC)
- 規管行動：
 - 進行會面、發提示信、警告信、額外安全稽核或突擊巡查、季度表現評定為不滿意、暫停投標資格、從名冊中除名



文件編號：BC-11/2021

香港房屋委員會建築小組委員會議事紀錄
2019年國策委員會（工地安全策略）實施進度報告

目的
本文件旨在告知委員有關房屋委員會（下稱「房委會」）在2019年實施《工地安全策略》的進度¹。

背景
2. 房委會是一個積極進取的公眾機構，一直秉承「關懷為本、顧客為本、創新為本、盡心為本」的基本信念，致力為僱員提供一個安全健康的工地安全，並採取以下「三管齊下」的策略：

(a) 推行真誠透明的採購策略²「淘汰低價低質標」；
(b) 加強合約的要求與管理；以及

註1：本文件主要關注房委會工程地盤的意外率，包括在過去五個財政年度中，房委會工程地盤的意外率，並與承建商及房署的意外率進行比較。註2：房委會工程地盤的意外率，包括在過去五個財政年度中，房委會工程地盤的意外率，並與承建商及房署的意外率進行比較。註3：房委會工程地盤的意外率，包括在過去五個財政年度中，房委會工程地盤的意外率，並與承建商及房署的意外率進行比較。



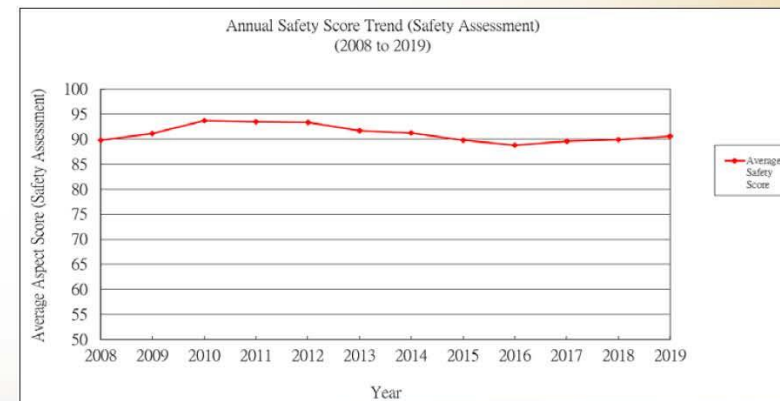
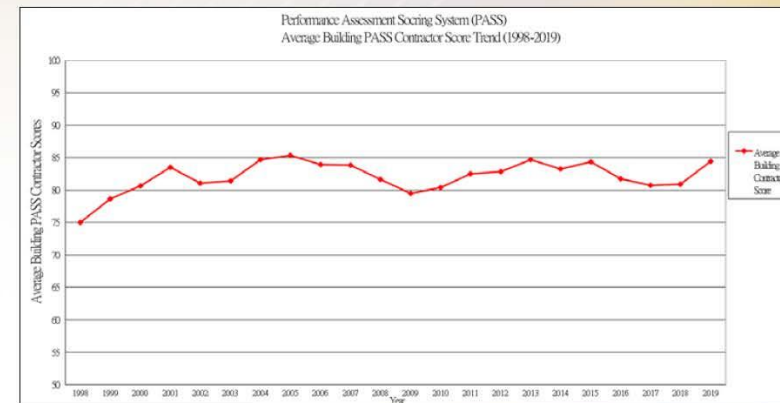
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(5) 監察與檢討



承建商表現評分制

- 每季評分
- 包括評核工地安全水平，例如：
 - 停工令
 - 改善通知書
 - 勞工處第一部巡查報告
 - 安全稽核及突擊安全巡查之分數
- 法例、合約及安全計劃書之安全要求
- 防範措施，減少工友面對工地風險



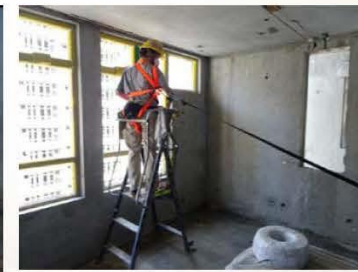
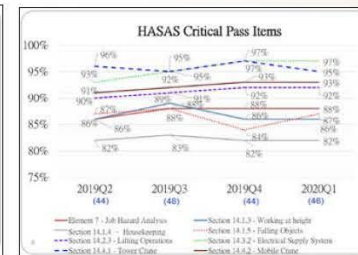
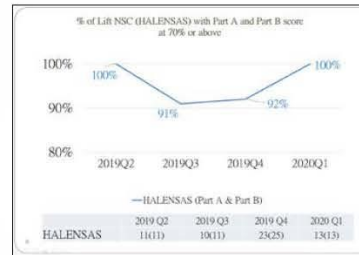
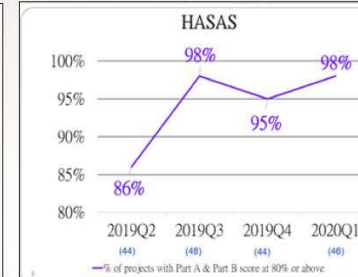
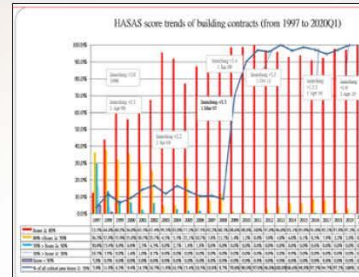
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(5) 監察與檢討



安全稽核制度

- 每季獨立安全稽核
- 甲部 - 安全管理制度(檢查文件);
乙部 - 實施安全管理制度(工地實況)
- 甲部之工作危害分析
- 甲部或乙部連續兩季 < 70分，
停止相關承建商投標3個月
- 升降機及自動梯指定分判商
安全稽核制度



風險管理要做好 職安健康可達到

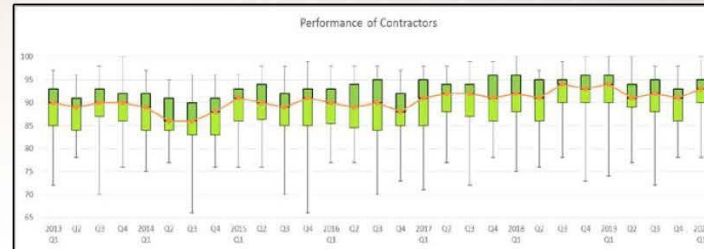
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(5) 監察與檢討



突擊安全巡查

- 每季突擊巡查
- 觀察良好和不良作業方式
- 安全工作行為 - 完結會議上，
工友及相關管工自我檢討
- 將安全作業養成習慣
- 合約經理會發警告信：
 - 總分 < 70 分，或
 - 一季裏任何兩個重點巡查項目 < 70 分，或
 - 任何一個重點巡查項目連續兩季 < 70 分



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(5) 監察與檢討



三管齊下安全策略

- (一) 有賞有罰的採購策略及表現監察機制
- (二) 合約規格及管理
- (三) 研究、訓練及推廣

安全第一，生命第一

出入平安，身體健康，萬事如意
多謝



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Title: Safety Forum 2020 for Works Contracts and Property Management Services Contracts

Super Safety Forum 2020 for Works Contracts
and Property Management Services Contracts
2 November 2020

VO: Here is the footage from
“Safety Forum 2020 for Works Contracts and Property Management Services Contracts”
which was held on 2 November 2020

Super Mr. Stephen KM Leung,
Assistant Director of Housing Authority (Development & Procurement)
Risk Management to Safeguard Safety and Health of Workspace

VO: The Speaker is Mr. Stephen KM Leung,
Assistant Director of Housing Authority (Development & Procurement)
His presentation topic is “Risk Management to Safeguard Safety and Health of Workspace”

Mr. Leung: Mr Donald Tong, Permanent Secretary for Transport and Housing (Housing)
Dr Alan Chan, Chairman of the Occupational Safety & Health Council (OSHC)
Mr Chan Ka-kui, Chairman of the Construction Industry Council
guests from supporting organisations
friends from the industry and colleagues
Hello and greetings
Good risk management can safeguard site safety and workplace health
The focus of the forum is on lifting operations
working at height and prevention of falling objects
Given that prevention is better than a pound of cure
the best way to prevent hazards is to handle risks at source
Promoting risk management is the primary focus of our site safety strategy
With the enactment the Factories and Industrial Undertakings
(Safety Management) Regulation in 1999
accident rate in the construction industry dropped significantly
The Housing Authority (HA) endeavours to promote site safety with relentless effort
As mentioned just now, the accident rate per thousand workers
on HA’s sites remained at a single-digit level for the past decade
As a further drive, HA adjusted in 2016 its target accident rate limit
downwards to 9 per thousand workers
The past records showed that
fatal accident(s) could occur in almost every month of a year in the industry
There are risks everywhere on site, accidents can happen any time
In the recent decade
half of the fatal cases involved the fall of persons
while 10% of the cases were caused by contact with electricity
There were also some fatalities involving persons striking against
or being struck by a falling object during lifting operations
We need to stay vigilant at all times and
implement risk management measures rigorously in high-risk processes
The following five steps illustrate the ways that
the HA takes to promote risk management in respect of site safety
First, Communication and Consultation
We establish communication channels with the stakeholders
to share experiences and seek opinions
Management should also hold regular meetings with the project teams
to understand stakeholders’ concerns for formulating feasible policies

Second, Identifying Opportunities in Existing Circumstances

We take various factors into consideration such as the construction lead time, statutory requirements the feasibility of enhancing safety through technology risks in construction processes, availability of expertise technology and equipment in the industry, etc

Third, Risk Assessment

Hazard identification enables us to take precautionary measures Contractors are required to develop a safety management system and devise safety plans which include job hazard analysis among others They are also required to conduct risk evaluation to determine the risks requiring attention and set priorities for handling such risks For awarding our projects to competent contractors to execute works safely we adopt contractor list management and require contractors to reach an established threshold in terms of safety and health management, experience, financial capability and manpower resources Allocation of tender opportunities to contractors will be determined by their workloads and past performance During tender assessment, we will consider, on top of the tender price their past performance assessment including site safety scores Before and after the tender return, do they have any serious industrial accidents? Have they violated any safety regulations? For more complex tenders, contractors have to submit technical reports that outline risks identified in the construction work and their solutions

Fourth, Risk Management

Before work commencement, contractors need to submit a method statement to describe safe construction sequence and risk control measures When there is a hazard, works should be suspended to avoid accidents

All parties should agree to the priorities for dealing with risk What is this? Elimination of Risk. When it is impossible to eliminate risk completely we need to find a alternative solution We can control risk by means of technology or process minimize risk through administrative controls and we can control the residual risk by personal protective equipment Lastly, Monitoring and Review

In the works period of a contractor, we have a monitoring and review system The project team has to regularly submit reports to the HA on site safety

HA will review contractors' performance every year If there are obvious risks on sites, HA would review whether any regulatory actions should be taken against the contractors concerned including interview meetings, reminder letters or warning letters We may also ask for extra safety audits or surprise safety inspections or we may deem the contractor's quarterly performance as 'Not Satisfactory' and suspend from tendering or even terminate them from the list Our main goal is to control the safety risks on sites to prevent accidents The HA conducts safety performance assessments of its projects with a scoring system on a quarterly basis Factors like suspension notices, improvement notices and inspection reports issued by the Labour Department and scores in the audit and surprise inspections are all covered in the assessment Safety auditors will conduct safety audits on site quarterly

If the contractor scores less than 70 points for two consecutive quarters in Part A or Part B, implementation of safety management systems on site then they would be suspended from bidding tenders for three months
We encourage contractors to seriously review the risks of their work processes and to implement the necessary safety measures to prevent accidents
We also have a set of safety auditing systems for lift and escalator nominated subcontracts to reinforce the risk management for lift shafts and escalator work
During the surprise site inspections performed quarterly workers involved in unsafe practices and the foremen concerned will be invited by safety inspectors of the OSHC to conduct self-reviews

with a view to helping workers make safe practices a habit

If the contractor scores poorly in an inspection the contract manager will issue a reminder letter to the contractor

All of the aforementioned risk management measures have been integrated into our three-pronged approach

They include the following

First, a procurement strategy and performance monitoring mechanism with appropriate rewards and sanctions

Second, contract requirements and administration

Third, research, training and promotion

We hope to work together with the industry on risk management and uphold the principle of 'Safety First, Life First'

to ensure the safety and health of our workers and colleagues

I wish everyone to stay safe, healthy and all the best

Thank you very much

VO: Thank You For Watching