

Centre for Infrastructure and Construction Industry Development

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Construction Industry Development Comparison and Acceleration

Symposium Report

January 18, 2011

TABLE OF CONTENTS

1	Symposium Background.....	2
1.1	Background.....	2
1.2	Format & Objectives.....	2
2	Conference Session.....	2
2.1	Participants Profile.....	2
2.2	Session Summary.....	2
2.2.1	Keynote Presentations.....	2
2.2.2	Research Presentations.....	3
2.2.3	Closing Remarks.....	4
3	Workshop Session.....	4
3.1	Participants Profile.....	4
3.2	Session Summary.....	4
3.2.1	Group 1: Vision 2020 for Hong Kong Construction Industry.....	4
3.2.2	Group 2: Institutional Barriers and Enablers for Construction Industry Development.....	6
3.2.3	Group 3: Role of Government, Professional Institutions & Trade Bodies in Industry Development.....	7
3.2.4	Consolidation.....	9
3.2.5	Closing Remarks.....	9
4	The Way Forward.....	10
5	Acknowledgements.....	10
6	Disclaimer:.....	10
	Appendix I: WORKSHOP GUIDELINES.....	11
	Appendix II: Acknowledgements.....	13

1 SYMPOSIUM BACKGROUND

1.1 Background

This symposium, titled ‘Construction Industry Development – Comparison and Acceleration’ (CIDCA) was an important milestone of a RGC funded research project of the same title. The aim of the research project is to compile an independent evaluation/ review of the implementation of the major construction industry improvement programs that have been launched since 2001, following the Construction Industry Review Committee (CIRC) report. It is also planned and launched in parallel with two interlocking studies at The University of Reading in the UK and The National University in Singapore respectively, with a view to further comparisons, while allowing for different contexts and priorities.

1.2 Format & Objectives

The Symposium consisted of two parts:

(i) the morning session - a half day conference brought together industry experts to provide a panoramic overview of construction industry development in Hong Kong and the way forward through four key note speeches. The speeches and topics covered a range of viewpoints and key developments. These were followed by presentations to disseminate the interim findings of the three research teams from Hong Kong Singapore, and UK. The presentations outlined works done to date, interim findings and conclusions, as well as future steps to be taken in the three parallel research projects. This session was open to all.

(ii) the afternoon session - a workshop, which was limited to invitees only to enable more intensive interactions and brainstorming, aimed at formulating a framework and strategies for optimising and accelerating construction industry development under three preselected themes namely: (a) Vision 2020 for Hong Kong Construction Industry, (b) Institutional Barriers and Enablers for Construction Industry Development and (c) Role of Government, Professional Institutions & Trade Bodies in Industry Development.

Summaries of each session are presented below.

2 CONFERENCE SESSION

2.1 Participants Profile

The conference session attracted about 170 participants from across all sectors of the industry.

2.2 Session Summary

2.2.1 Keynote Presentations

The Conference session kicked off with welcome remarks from Prof. Albert Kwan, The Head of The Department, Department of Civil Engineering. His speech was followed by 4 key note presentations of about 20 mins each. The titles of keynote presentations and details of the speakers are as below.

TITLE	SPEAKER
Construction Industry Development – Vision, Actions & Achievements	Ir Christopher To Executive Director, Construction Industry Council, HK
A Robust Construction Industry–The Government’s Role and Perspective	Ir Enoch T.S. Lam, JP Deputy Secretary (Works), Development Bureau, HK
Dynamics, Concerns and Challenges for Construction Industries	Mr Chew Tai-chong Projects Director, MTR Corporation Ltd, HK
Free Market and Construction Industry Development	Ir Billy Wong Wing-hoo, JP General Manager, Henderson Land Development Co. Ltd., HK

The presentations can be accessed at http://hku.hk/cicid/3_events/102/102_ppt.pdf.

The presentations were followed by a Q&A session where the first question related to manpower and sustainable development of the industry in terms of long term requirements. The speakers responded with a series of action plans being implemented by the public and private sector stakeholders to attract new workers to join the industry. It was added that with the construction boom ahead, there is a window opportunity for sustainable development in Hong Kong and the industry as a whole should not miss this opportunity to make the best out of it.

The second question was specifically on the current boom in construction industry in Hong Kong and asked how the industry will cope with the anticipated downturn after the boom. In answering the question, speakers emphasized that it should be a collective effort from both the public and private sector, each of which provides about 50% of the work volume. Hence, all clients need to ensure that their plans are sustainable in a way that the development should be spread out into longer terms as much as possible. Another suggested way to alleviate this problem was to export construction professionals to work overseas, as Hong Kong has been doing for many years. It was felt that the economic conditions of neighbouring regions also affect the construction market in Hong Kong because of this knowledge and expertise exchange.

The last question dealt with whether Hong Kong should have a local construction manufacturing industry. The fact that the transportation costs of moving materials from other places (e.g. Mainland China) are so high also that this does not contribute positively to sustainability was seen as being contradicting to many industry initiatives. Speakers confirmed that although it is a subject to be investigated in the future, for the time being, the main concerns of the industry are manpower and safety that need immediate attention and resolution.

2.2.2 Research Presentations

After a refreshment break, the three research teams presented their research project findings to date for about 30 mins each. While presentations from Hong Kong and Singapore focused on the developments over the last decade, achievements and satisfaction levels and the way forward, the presentation from UK focused on existing paradoxes between industry reform agendas in the UK and what has happened in reality. The presentations can be accessed at http://hku.hk/cicid/3_events/102/102_ppt.pdf.

This was followed by a Q&A session where the first question was on whether Green Mark sustainability accreditation in the construction industry in Singapore is applicable to all types of construction works. The speaker confirmed that Green Mark applies to all construction types and all new constructions are now required to obtain at least the minimum rating of the Green Mark accreditation.

Next, referring to the problems identified in the construction industry in the UK, participants queried on the possible solutions. The response was that although the industry cannot go back to either the previous states or ways of contracting, it is advisable to Hong Kong that any reform related discussion/ debate must be realistic and workable, otherwise it will just waste resources as had happened in the UK in the past.

The last question was related to the quality of project briefs. This queried how much improvement had been achieved in project brief's quality which was a recommendation in the CIRC report. In answering the question, the speaker emphasized that clients need to be realistic in identifying what they really need, rather than merely stating what they want. And in this sense, the consultant should be able to ask client the right questions in the project brief development and planning stage. It was observed that clients have become more

knowledgeable about the industry nowadays. Additional comments were made by audience that clients are changing as the industry changes by being fair and transparent in practices such as tendering. The speaker added that client brief should also be viewed in a broader picture so that all stakeholders are engaged to collectively enhance the positive socioeconomic impact of the industry.

2.2.3 Closing Remarks

Since, the three research projects place a strong focus on how institutional characteristics affect the construction industry reforms, and all Key Note speeches and presentations were centered around it, Ir CK Mak, Vice President of CICID, summed up the conference first by quoting Nobel price winner, Douglas North's definition of institutions. He then emphasized on people, planet and prosperity, which was the motto of the World Summit on Sustainable Development held by the United Nations in 2002 and felt that the three P's are an important guideline and basis for the healthy development of the construction industry and the order of the three P's must not be reversed. He argued that any development starts with people who are the ones to make things happen and hence people's mindset and action must be in line with sustainability, which is implied by the second P (planet). This can ensure a long lasting prosperity of our own and future generations. Specific to the construction industry development, he added the fourth and fifth P's to this combination: partnering and project management, saying that it is generally agreed that although partnering has progressed to some extent in the Hong Kong industry, it still has a lot of room for improvement. He added that this conference is a timely and necessary event to remind industry players that it is critical at this stage that we collectively move from agenda to actions in terms of promoting healthy and efficient industry development. He concluded the conference by praising the dedication and effort put in by the Hong Kong people in the last 160 years that have turned Hong Kong from a rock with only a population of 4000 in 1851, to a pearl in the Asia Pacific region at present.

3 WORKSHOP SESSION

Workshop participants were divided into 3 pre-assigned groups and were invited to brainstorm on three given themes. Each group was facilitated by a group chairman and a recorder was provided to record the deliberations. Detailed workshop format, guidelines and group compositions are provided in attached workshop guidelines in Appendix I.

3.1 Participants Profile

The workshop session was limited to invitees only (directors, senior project management personnel and academics). In total, 28 participants (8 from clients, 5 from contractors, 5 from consultants, 10 academics – including 3 overseas participants and 2 from industry bodies) contributed to the workshop proceedings.

3.2 Session Summary

Individual group discussions as distilled from group recordings and salient features of the group presentations are combined and presented under each group below.

3.2.1 Group 1: Vision 2020 for Hong Kong Construction Industry

Participants expressed that future development vision for construction industry should not limit itself to the industry as such, but should look at a much larger picture. It was felt that any vision for the industry should be tied to Hong Kong's vision as a city and also to regional aspirations since Hong Kong is not in isolation by itself. The rationale for this broader vision was linked to: (i) changing aspirations of Hong Kong's general public, e.g. with possibilities of living in Mainland China and working in Hong Kong which relates to broader

transportation and planning policies, changing preferences of younger generation and their demands for larger living spaces etc, and (ii) Hong Kong's dependence on Mainland China for many construction materials, manufacturing facilities etc. Hence, it was felt that any vision to be developed while drawing on Hong Kong's aspirations in general, should also accord with broader issues such as land supply, transportation policy, regional integration etc.

Deliberations were held about the appropriate land supply routes to support increasing population and enhanced life styles and three options of land supply routes were identified namely (i) through reclamation in areas other than harbour (ii) revisit country parks options (iii) urban regeneration (iv) increasing job opportunities in new territories so that it becomes more attractive to move there. All 4 options were hotly debated but consensus was not achieved on the most appropriate way. It was felt that depending on the needs each could be an option and should be used in through a balanced approach. Absence of a manufacturing sector in Hong Kong was found to be a barrier in creating jobs in new territories. Development of this sector, e.g. setting up small scale prefabrication facility in the rural part (such as in Tin Shui Wai) for jobs generation and benefitting the construction industry was suggested as a possible solution. A holistic transportation policy encouraging travel between mainland and Hong Kong was also suggested to ease the land supply pressures on Hong Kong. However, regulatory differences between Hong Kong and Mainland China were considered to be a barrier to this solution.

Sustainable urban development was seen to be the key focus area in outlining the vision for construction industry. References were made to the 3P's mentioned during the closing remarks of the conference session and were considered as a must. Singapore's experience in building zero energy building was shared and was seen as something to emulate on a larger scale in Hong Kong. In developing a sustainable construction industry, a stable, well trained local workforce was considered a necessity. The image of the industry as dirty and dangerous was considered to be the key barrier in attracting new entrants to the workforce along with job stability concerns due to demand fluctuations. Solutions such as improving working conditions, reducing pay disparity (disparity in other western developed countries between construction site workers and management personnel was seen to be no more than 2 to 3 times at the most while in Hong Kong it could be up to 5 or 6 times). Exporting construction services was discussed as possible solution for dealing with demand fluctuations but was not considered a workable solution since exporting was usually limited to professionals rather than the general workforce.

In terms of improving the image of the construction industry, it was felt that collective action is required. Selling it as a viable and respectable profession from school level was discussed. References were made to research which shows that many workers are exposed to high silica dusts but without any personal protective equipment. Employee retention was considered an additional problem as it was observed that it was difficult to retain the small number of new entrants in the long run. Ways of employee retentions in the construction industry in Japan and the Airline's industry were shared in the discussion, to trigger comparative thinking in our own construction industry.

In addition to the 3P's, the need for strengthening the 3I's (Integration, Innovation and ICT) was discussed. Integration of R&D activities of universities with industry requirements was proposed as a solution to strengthening innovation and ICT, while partnering in reality (sharing fruits down the supply chain) was considered as a solution to integration. Also, any vision to be developed was expected to sustain the core competencies and capabilities of Hong Kong's construction Industry which have been developed over time while instilling a learning culture to sustain.

3.2.2 Group 2: Institutional Barriers and Enablers for Construction Industry Development

Key points discussed in Group 2 are outlined in point form below:

Barriers

- Quick decision making was seen to be clearly lacking especially in dispute resolution process as in both public and private sectors. Participants said that in some cases, projects accounts can be outstanding years after completion and a probable cause for this was the way the contract system works in Hong Kong which may sometimes prevent disputes from being resolved during the construction process. In addition, dispute resolution was very often felt to be purposely postponed by stakeholders for leveraging future negotiations.
- Tendering practice in Hong Kong is based on WTO requirements in terms of ensuring an open and transparent process, especially in public sector projects. This was found to cause a vicious cycle by driving tender prices further down as contractors try to beat each other to win tenders. It was felt that most of the current tendering marking schemes utilized by clients place strong focus on price and not enough on technical (e.g. 70% price and 30% technical). To resolve this problem, it was suggested that public sector clients take a lead in adjusting the tender marking scheme in favor of technical scores.
- It was perceived that although senior level managers are committed to settle accounts/ resolve disputes, their commitment does not filter down to the project front line personnel who may tend to manipulate project figures in order to please their bosses. Eventually accounts have to be settled in court after the project concludes.
- Quality of project documents is becoming an increasingly alarming issue. Uncoordinated drawings are issued, so construction drawings very often lead to disputes and may also trigger lack of mutual trust among stakeholders.
- The perennial issue of multiple subcontracting layers was discussed. Participants felt that among the many obvious issues associated with it such as added unnecessary cost to clients, multi-layer subcontracting presents a problem in a way that there is no clarity on responsibility - who is ultimately responsible for the subcontracted work is the common question.
- Unlike the construction economy in China where rapid development creates stable demand for construction works, Hong Kong has and will continue to experience economic cycles that directly impact on the construction market. Therefore, a stable and healthy work flow is critical and should be on the public sector clients' agenda.

Enablers

- The initial result of partnering strategies has been positive. For example, the implementation of New Engineering Contract (NEC) has shown encouraging outcomes as proven in many pilot projects in Hong Kong. NEC could force quicker decision making, good management practices, as well as early dispute settlement. However, participants expressed concerns that there are no KPI's to quantitatively measure the success levels of a project adopting NEC, supposedly because it is unlikely that two identical projects are built for the sake of comparison. Hence it was suggested that benchmarks should be developed but it was felt it may still be difficult to evaluate these.
- Target cost contracts, although a possible concern for the ICAC, should be promoted in suitable projects to encourage partnering, mutual trust and mutual understanding among project stakeholders.

- The establishment of CIC as the industry's coordinating body and the platform for dialogue is an encouraging accomplishment. However, CIC needs to be a policy maker and can be more vigorous in terms of promoting its guidelines and best practices. However it was also understood that it takes time for CIC to implement many of its initiatives. The role of the Development Bureau was raised and it was encouraged to play a bigger role in promoting best practices such as the use of NEC contract.

- The issue of direct labour in different markets (i.e. Mainland China, Hong Kong and the UK) was explored and discussed. Although differences in the institutional framework of each market result in completely different direct labour schemes and characteristics, it appears that the construction industry can benefit from using direct labour in a number of ways, such as easier and earlier quality control during construction projects.

3.2.3 Group 3: Role of Government, Professional Institutions & Trade Bodies in Industry Development

Key points discussed in Group 3 are outlined in point form below:

- Government is responsible for setting up regulations, which is inherently negative as it prohibits you from doing certain things but does not encourage good practices.

- Continuity of construction work was expressed as a concern. In the UK, the government does not guarantee continuity; the industry thus must be flexible enough to adapt to the ups and downs. Such is not so applicable in Hong Kong, where better predictability and transparency of the work load is felt to be an important factor in the healthy growth of the industry. The lack of steady, sustainable workloads is a genuine concern amongst contractors, who are worried about the shortage of work after 5-10 years when most of the 10 Major Infrastructure Projects will have been completed. With more careful planning, certain public projects can be spread out over longer intervals (e.g. 10 to 15 years). From the contractor's point of view, adopting a sustainable business model is crucial. This may be achieved through engaging in partnering or establishing an alliance with other stakeholders (whether clients or contractors) to ensure steady work flow even during down times. It was suggested that the industry should collectively ask the government to produce a rolling program / agenda for public and private (estimated) projects forecast up to 10 -15 years in advance with an estimated ratio of new works versus repair, maintenance, alteration and addition (RMAA) works.

- The issue of labour shortage (more specifically, the shortage of skilled construction workers) anticipated over the next few years due to the expected rise in upcoming construction works has not been sufficiently addressed, which is seen as a major problem within the industry. Transferable skills and ability of specialized/ skilled-workers to take up other types of work (e.g. the ability of workers specializing in track works to pick up other types of work after 5 years of concentrated MTR projects) were also perceived to be serious concerns during the discussion.

- While RMAA works are handled by smaller contractors, they account for a large percentage of accidents and fatalities. While the main contractors are now very well-regulated, regulations on small contractors are urgently required. The government's initiative on the minor-works registration scheme is a good start. In the mean time, these repair and renovation works may be able to fill the voids when the volume of new construction works begins to slow down.

- The question of whether or not the government should regulate the construction market was raised during the discussion. It was expressed that demonstrating greater transparency

through putting relevant statistics (i.e. workers registration, new works vs. renovation works, etc.) in the public domain to be accessed by interested parties would be beneficial for the industry as doing so can help identify potential trends earlier so that preventive or corrective measures can be taken. Furthermore, making these statistics freely available in the public domain can also help the professional institutions and schools so that they are able to better prepare and equip the right people.

- Professional institutions can help with dissemination of the relevant data and statistics to the industry so that their members are well informed of how the industry has been performing in different areas. It was felt that professional institutions should ensure that their members live up to the expectations of the city.

- As noted by one of the participants, the government does have a mechanism in place to prioritize new works programs to help distribute the construction load more evenly over a set period of time. It was suggested that such prioritization should also be conducted for renovation works which will likely have a positive effect in terms of ensuring a more steady work volume over time.

- It was suggested that professional institutions may incorporate a division specifically and/or functional for project management to add to the scope of the professionals' responsibilities. The architects, engineers and surveyors should also be part of the supervisory body of a project and their disciplinary and/or functional scopes should include project management elements.

- Roles of trade associations versus professional institutions were discussed. While contractors are in business to make a profit, they are also responsible for the well-being of the industry as a whole. The Hong Kong Construction Association (HKCA), for example, has launched a number of training programmes for young workers and to attract new people to join the industry. On the other hand, other institutions and associations need to promote fairness in the dealing of their business; contract documents should be clear and unambiguous so that contractors can submit reasonable bids, which is also important in promoting sustainable businesses (i.e. reasonable profits must be ensured in order to keep the whole business going) and development of the industry.

- Previous successful experiences of build-own-transfer (BOT) and public-private partnership (PPP) contracts in Hong Kong and elsewhere were shared, and were suggested as possible modes of procurement in future government projects. Another opinion was that the government may not promote PPP, while they had high levels of surplus funds.

- On the other hand, client can exercise different contract methodologies to allow contractors to "take ownership" of the project (e.g. Highways Department contracts with maintenance contractors on the basis of an initial six-year term, with the option for an additional four-year extension depending on performance. By doing so, the contractors know that they will be under contract for potentially a long period of time, which will provide more incentives for them to devote more resources into the project and thus deliver better performance and value for their clients.

- A participant believed that the larger firms were over-regulated, e.g., as in the recently introduced requirements in Development Bureau projects to limit layers of subcontracting. Other participants said that with appropriate regulations, many existing problems and issues can likely be corrected such as security of payment and quality, etc. In terms of security of payment to workers, the government has established regulation so that public sector clients can pay directly to the contractor's or subcontractor's workers, and then deduct the amount accordingly from the contract with the main contractor.

3.2.4 Consolidation

The three groups rejoined together to present, consolidate and supplement the findings and suggestions. In addition to what was described in Sections 3.2.1, 3.2.2 and 3.2.3, the following were also raised and shared among the 28 workshop participants.

- Reducing pay disparity is a critical step that must be taken to nurture a professional workforce and alleviate the aging work force crisis.
- Government clients were asked to take initiatives in changing the tendering scheme and thus placing added weight on technical marks. Industry wise, the mindset of "lowest price wins" has to be changed. From the public client's point of view, clients need to know whether the higher price they pay actually gets filtered down to the lowest tier and on to their workers who in turn must be able to deliver quality results according to the expectations and specifications. One way to ensure this is that instead of payment made to the contractors, payment be made directly to the workers in forms of safety awards, best near miss report awards, etc. and should be encouraged. On the same issue, some participants suggested that since workers are the one who actually make things happen, they should be paid more fairly in terms of wages. This would also help boosting the industry's image and absorbing new entrants to the industry.
- To combat the increasingly competitive construction market, much has been said about exporting Hong Kong construction professional expertise to overseas markets. However, such knowledge export would not fix the problem in the local labour market. So keeping a stable flow of construction work is more than ever important to ensure the healthy development of the industry.
- Worker education was brought up by a number of participants. It was felt that amongst the many technical training schemes currently provided by various industry institutions, many have neglected the training schemes of worker's attitude, especially in terms of safety. Participants suggested that in order to create a safety conscious industry and in turn a more appealing image of the industry, academia and institutions should devote more resources in educating and changing the mindsets of workers through courses, workshops and seminars. Such education should be continuous.

3.2.5 Closing Remarks

Professor Steve Rowlinson summed up the main themes of the four Key Note speeches: (i) Ir. Christopher To – provided an understanding of how the construction industry has emerged to be what it is from the CIC's point of view as well as what CIC has been and will be doing in the last and upcoming years; (ii) Ir. Enoch Lam – on robust construction industry and particularly on NEC pilot study has prompted a lot of discussion among contractors in the audience; (iii) Mr. TC Chew – an overview of MTRC's policies with useful focus areas in relation to construction industry development; and (iv) Ir. Billy Wong - brought us back to the framework of the industry with respect to people which is also very important. Ir. CK Mak during his closing remarks of the conference picked out some of the barriers that we face such as in behaviour, convention and implicit codes of conduct.

The presentations on the three parallel studies in Hong Kong, Singapore and the UK provided different perspectives, driving factors and KPI's of the industry in each jurisdiction, with focus on institutional characteristics.

With regard to the outputs of the workshop, from group 1, the important concept picked out was the industry's learning capability; and also the suggestion that perhaps 'partnering in reality' should be looked into further. From group 2, the key issue on policy formulation and

the different levels at which it has to be formulated, and more importantly, implemented, was discussed. One thing that neither group presented in their summary outputs but should have been discussed was BEAM, which has been rolling on and gaining increased attention. Group 3 picked out the key issue of 10 to 20 year planning horizon, as well as the fact of Housing Authority and MTRC being at the forefront of the industry development in lieu of the government. As many have pointed out, the proportion of renovation work is in an apparent ascending trend. This neglected sector should therefore be looked into more closely from many angles in the near future.

He concluded by stressing the significance of this research project to construction industry development in Hong Kong, and that a timely report will be important and welcomed as soon as it becomes available.

4 THE WAY FORWARD

Workshop outputs will be further consolidated and analyzed to help the research project team in guiding future research and formulating the final project report. The group summaries and consolidated summaries in Section 3 will contribute substantially to fulfilling the project's original objectives in terms of identifying drivers, enablers and barriers during the planned processes. Based on above, the project team will generate a series of recommendations for appropriate approaches to implementing future industry development programs, as well as to suggest more specific research agendas for critical areas. The CIDCA project is scheduled to conclude at end 2011.

5 ACKNOWLEDGEMENTS

All participants are gratefully acknowledged for their valued support. The four keynote speakers and overseas speakers are sincerely thanked for their time and expertise, as are all afternoon workshop participants. We are also grateful to all sponsors for their generous support of this event.

6 DISCLAIMER:

This symposium report was a summary prepared from available information by means of recordings of discussions, presentations and notes of recorders. The report reflects the interpretation of above data by the research team and is prepared for research purposes only. It is a collective output and is not the representation of any individual viewpoints. The authors disclaim any responsibility for any liabilities arising out of the use of the report for other than the intended use.

Appendix I: WORKSHOP GUIDELINES

WORKSHOP BACKGROUND & OBJECTIVES

This Workshop is the second (aft.) part of the (full-day) ‘Construction Industry Development: Comparison and Acceleration’ Symposium. The Workshop is designed to facilitate brainstorming towards developing consensus on a vision for improvement of Hong Kong construction Industry in the long run; identifying institutional drivers and barriers, and delineating the role of HKSAR Government, professional institutions, trade bodies and other relevant institutions in realising the vision.

WORKSHOP FORMAT

The workshop will kick off with a briefing session at 2.15 pm in Room P-501, Graduate House. Participants will be divided into 3 groups for the next part of the Workshop from 2.30 pm, with each group brainstorming on a specific theme as indicated below for 75 minutes. This session aims at isolating and developing important issues in relation to the group theme and related areas; and formulating a consensus.

A chairman will facilitate the group and a ‘recorder’ will assist in noting down the key points discussed and concluded. Either the facilitator or a chosen ‘rapporteur’ will present a summary of the respective Group outputs in 10 minutes (followed by 5 min. Q&A) at the combined consolidation session that will follow. The overall findings, as obtained from both the Group recorders and the combined consolidation session outputs, will be later developed into a broader ‘Workshop Outcome’.

Group 1: Vision 2020 for Hong Kong Construction Industry

Chaired by: Christopher To, Construction Industry Council, Hong Kong

Group Members:

Ada Fung, Housing Authority, Hong Kong
Alex Sze, Hop Yuen Holdings Ltd., Hong Kong
Chung Chin Kao, University of Reading, UK
Geoffrey Shen, Hong Kong Polytechnic University, Hong Kong
George Ofori, National University of Singapore, Singapore
Jacky Chung, The University of Hong Kong, Hong Kong
Peter Ho, EC Harris, Hong Kong
Stephen Hamill, MTRC, Hong Kong
Thomas Ng, The University of Hong Kong, Hong Kong
Gangadhar Mahesh, The University of Hong Kong, Hong Kong

Venue of Group Discussion: Room **P5-01**, Graduate House

Expectations from group:

- Deliberate on relevance of CIRC vision for the construction industry in today’s context
- Identify elements that need to be integrated to incorporate changing priorities and long term trends
- Formulate objectives which need to be achieved in fulfilling the developed vision
- Identify key strategies in pursuing above objectives
- Any other relevant outcomes

Group 2: Institutional Barriers & Enablers for Construction Industry Development

Chaired by: Gary SOO, Gary Soo’s Chambers, Hong Kong

Group Members:

Henry Liu, Mannings (Asia) Consultants Ltd., Hong Kong
Koh Tas Young, The University of Hong Kong, Hong Kong
Nigel White, Gammon Construction Ltd., Hong Kong
Sam Chan, Highways Authority, Hong Kong
Steve Rowlinson, The University of Hong Kong, Hong Kong
Stuart Green, The University of Reading, UK

Wei Lu, The University of Hong Kong, Hong Kong
WH Mok, ICAC, Hong Kong
Scott Pu, The University of Hong Kong, Hong Kong

Venue of Group Discussion: Room **P5-01**, Graduate House

Expectations from group:

- Deliberate on institutional frameworks (e.g. legal, statutory, economic etc.) within which Hong Kong's construction industry operates and identify key barriers and potential enablers to industry improvement
- Deliberate on the structure of the industry (e.g. strong public sector; large developer oriented supply chains, fragmented and small scale maintenance sector) and identify potential enablers and key barriers to industry improvement
- Discuss industry practices (e.g. intensive subcontracting, large proportion of indirect labour, pay when paid) and identify potential enablers and key barriers to industry improvement
- Identify strategies to strengthen potential enablers and remove above identified barriers to improvement
- Any other relevant outcomes

Group 3: Role of Government, Professional Institutions & Trade Bodies in Industry Development

Chaired by: CK Mak, CICID, Hong Kong

Group Members:

Daniel Chan, Housing Authority, Hong Kong
Mickey Wong, Architectural Services Department, Hong Kong
Mohan Kumaraswamy, The University of Hong Kong, Hong Kong
Ringo Mok, Development Bureau, Hong Kong
Russel Jones, Kumagai Gumi Co., Ltd., Hong Kong
Sai Sing Lam, Hop Yuen Holdings Ltd., Hong Kong
Kelwin Wong, The University of Hong Kong, Hong Kong

Venue of Group Discussion: Room **P5-03**, Graduate House

Expectations from group:

- Deliberate and delineate the role of Government in facilitating industry improvement as a regulator, as a facilitator and as a large client
- Identify and delineate the role of key professional institutions and trade bodies whose active embracement of any industry improvement agenda is essential achieving targeted outcomes
- Identify focus areas for key organisations where there is a perceived shortfall in fulfilling their expected role suggest strategies for improvement
- Any other relevant outcomes

Appendix II: Acknowledgements

ORGANISER



Centre for Infrastructure & Construction Industry Development
The University of Hong Kong



COLLABORATORS



HONG KONG

Symposium

CIDCA



Construction Industry Development - Comparison and Acceleration

18 January, 2011

Wang Gungwu Theatre, Graduate House, The University of Hong Kong, Hong Kong

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Symposium Organising Committee

Chairman	Prof Mohan Kumaraswamy
Deputy-Chairman	Dr Gangadhar Mahesh
Vice-Chairmen	Ir Sam Chan, Dr Jacky Chung
Secretaries	Ms Brenda Xie, Ms Junqi Zhang
Committee members	Mr Yat-wah Fong, Ms Bridget Lam, Mr Scott Pu, Mr Ricardo Ramirez, Mr Kelwin Wong, Mr Joe Zou
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