

# 2024

MAJOR WORK PLANS



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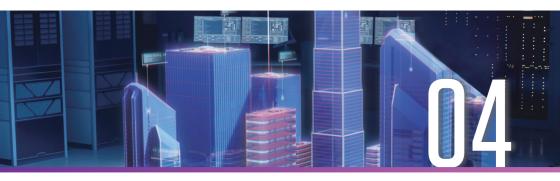
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## Executive Director's Message

There is ample room and immense potential for the Hong Kong construction industry to grow and prosper in the foreseeable future. With construction expenditure projected to range from HK\$240 billion to HK\$375 billion per annum over the next ten years, we are poised to witness exponential development and progress in our sector.

At the CIC, we recognise the need to prepare and support our industry to meet the demands of this rapid growth and continued progress. To this end, the CIC is taking a comprehensive, multi-dimensional approach to align with the needs of the industry.

We are committed to facilitating the industry's embrace of innovative technologies to expedite construction processes and drive further development. We will establish a "Centre for Future Construction" to showcase emerging construction technologies to industry practitioners. We will also organise various industry engagement activities, conferences, and webinars to keep the industry informed about the latest technological advancements. Additionally, we will conduct studies and surveys to boost new technology adoption to support long-term development.

Construction safety remains a top priority within the industry and among the Government. In 2024, we will launch the pilot run of the "Design for Safety Management System" and the "Frontline Safety Performance Recording Platform". We are also incorporating "Smart Site Safety System" (SSSS) elements into safety training courses, developing SSSS teaching and learning materials and its assessment and ensuring that workers are equipped with the necessary skills and knowledge to create a safer working environment.

To address the significant manpower demands of the sector, the Hong Kong Institute of Construction's training programs and Collaborative Training Schemes aim to train 15,700 semi-skilled and skilled workers in 2024. To facilitate the implementation of Construction 2.0, we will introduce new programs such as Master Classes and BIM Certificate programs. Trade tests and on-site training related to the MiC method will be conducted to support its wider adoption and enhance safety practices. Moreover, the CIC will arrange exchange visits to advanced construction technology industries/parks in the Mainland to foster knowledge exchange and enhance communication.

As the Executive Director, I shall dedicate my efforts to leading the CIC in its mission to serve the best interests of the construction industry. With support from the government, we will continue to work relentlessly to enhance productivity, quality, and efficiency in the construction sector.

Together, let us forge a path towards a thriving and sustainable future for the Hong Kong construction industry.

Ir Albert CHENG Ting-ning

Executive Director

March 2024



CHAPTER

## **Innovation and Industry Digitalisation**



#### Preamble

The Hong Kong construction industry has been facing many challenges in the past years, such as shortage of skilled workers, ageing workforce, tardiness in technology adoption, low construction productivity, high accident rate, etc.

The government has long recognised these challenges and has launched a number of initiatives to help the sector, such as establishment of the Construction Innovation and Technology Fund (CITF) to encourage wider adoption of innovative construction methods and new technologies in the construction industry, import of some 20,000 workers to Hong Kong to alleviate the labour crunch in the construction, transport and aviation sectors, etc.

However, the work by the government alone is not sufficient. To sustain success and to be able to move on to the next new heights, the construction industry itself must make changes positively.

Aiming to strengthen the sustainability of the Hong Kong construction industry, the CIC working closely with the industry has identified the following areas to work on in the coming year:

- (a) < strengthening use of modern construction methods;
- (b) facilitating adoption of digital and innovative technologies;
- (c) equipping industry practitioners with new skills and knowledge to meet the needs; and
- (d) strengthening and facilitating participation of the Hong Kong's construction industry stakeholders in the Mainland's construction industry development, etc.

In 2024, the CIC will, among others, develop and offer a new master class on digital twin for industry practitioners. A new set of BIM training materials on common framework on BIM education will also be developed. To drive adoption of innovation and technology, the CIC will organise industry engagement activities/ conferences/webinar, establish a centre for future construction and an innovation platform to match industry pain-points with suitable technological solutions, develop training course to facilitate the promotion of MiC adoption, etc. The CIC will also arrange exchange visits to advanced construction technology industries/ parks in the Mainland and workshops on theme of business cooperation for the Hong Kong's construction industry stakeholders and youth.

#### Initiatives

#### 1.1 Creating Standard Packages of Smart Site Safety System (4S) to Accelerate 4S Adoption

• Create standard packages of 4S such as those to be used by projects of a single building of 30 storeys of 8 flats by Q1 2024

#### 1.2 Establishing a Centre for Future Construction

• Establish a Centre for Future Construction at the CIC Kowloon Bay Campus for industry practitioners by Q4 2024

## 1.3 Developing and Offering the Master Class on Digital Twin (Project Managers)

• Train industry practitioners with knowledge of Digital Twin solutions in organisations and construction projects; identify and form an Advisory Panel for shaping the course; develop course content and teaching materials; and identify expert speakers in the fields of Digital Twin for Construction to contribute to the course by Q1 2024

#### 1.4 Developing a Set of BIM Training Materials on Common Framework on BIM Education

• Develop a set of common BIM training materials that could be shared and referenced by educators; and identify appropriate additional training materials with reference to real use cases and practical industry standards to meet training needs by Q4 2024

#### 1.5 Organising the CIC Global Construction Digitalisation Forum and Exhibition 2024 and CIC Construction Digitalisation Award 2024

• Invite innovative and advanced construction technology companies from all over the world to participate and display their products in the event; and establish a platform for the industry to exchange ideas and experiences of local and overseas construction digitalisation by Q4 2024

#### 1.6 Organising the CIC BIM Competition 2024

• Organise the competition to enhance the BIM skill and knowledge of higher education students in Hong Kong through a collaborative and competitive learning approach by Q3 2024

#### 1.7 Establishing the Construction Innovation Platform for Matching Industry Pain-points with Suitable Technological Solutions

• Establish a comprehensive platform to match industry pain-points with suitable technological solutions, facilitating effective problem-solving within the construction sector by Q4 2024

#### 1.8 Establishing the Construction Technology Marketplace to Showcase Local and Non-local Technologies and Solutions

 Provide a dedicated platform for both local and non-local innovators and technology ventures to showcase their cutting-edge solutions and for industry stakeholders to explore and procure the technological solutions that align with their specific needs and requirements by Q4 2024

#### 1.9 Organising Overseas Study Tour to Develop a Global Network with Overseas Technology Ventures and Research Institutes

• Organise overseas study tour to develop a global network with overseas technology ventures and research institutes by Q3 2024

#### 1.10 Driving Adoption of Construction Robotics by Organising Global Construction Robotic Forum and Producing Relevant Reference Materials

- Organise the Global Construction Robotic Day by Q2 2024
- Produce relevant reference material by Q2 2024

#### 1.11 Reviewing the CITF Pre-approved Lists

 Conduct an annual review of the Pre-approved BIM Training List, Preapproved BIM Software List and Pre-approved Technologies List to assess their suitability for the industry and identify the way forward by Q4 2024

#### 1.12 Completing the Consultancy Study on RMAA Market

• Establish framework and define scope of RMAA, collect relevant data on manpower and market size, identify key issues in industry, such as safety, environmental, litigation, etc., by Q3 2024

#### 1.13 Enhancing the Development and Education of RMAA Industry in the Perspective of Technical and Safety Issues for Stakeholders and the Public

• Conduct seminars/conference, videos and guidelines to cover technical and safety matters in RMAA by Q4 2024

## 1.14 Facilitating Equitable Risk Sharing through Conducting Study on Review and Enhancement of Construction Contract Terms

 Conduct study on review and enhancement of construction contract terms by Q3 2024

#### 1.15 Cultivating Collaborative Culture by Promoting NEC in Private Sector

• Organise workshop to promote the spirit of mutual trust and cooperation of NEC adoption by Q4 2024

#### 1.16 Organising Outstanding Contractor Award

• Organise Outstanding Contractor Award by Q4 2024

#### 1.17 Enhancing the Smart Waste Management Tool by Developing Material Exchange Platform to Turn Waste into Resources

• Build and maintain the Material Exchange Platform Functions under the Smart Waste Management Tool by Q4 2024

#### 1.18 Developing CIC Sustainability Strategies

• Develop Sustainability Strategies and revamp the key functions of the Sustainability Construction website by Q4 2024

#### 1.19 Undertaking Feasibility Study on Market Readiness of Construction Site Electrification and Clean Energy Adoption

• Conduct study on market readiness for construction site electrification and clean energy adoption; and engage suppliers, service providers, users, etc., and seek their views on the study by Q4 2024

- 1.20 Enhancing Communication, Knowledge Exchange, Understanding of the Application of Building Technologies with Relevant Mainland Enterprises and Non-government Institutions for Stakeholders in Hong Kong Construction Industry
  - Arrange eight exchange visits for 240 participants of Hong Kong's construction industry stakeholders and youth to advanced construction technology industries/parks in the Mainland by Q4 2024

#### 1.21 Providing Assistance to Stakeholders in Hong Kong Construction Industry to Participate in the Mainland's Construction Industry Development, Business Matching and Cooperation on Talents/Workers

- Arrange two workshops on theme of business cooperation for stakeholders in Hong Kong construction industry by Q4 2024
- Approach eight training institutions in the Mainland for exploring cooperation on workers' training by Q4 2024

#### 1.22 Developing Training Course to Facilitate the Promotion of MiC Adoption

• Establish or revamp at least one relevant training course to facilitate the promotion of MiC adoption in the private sector by Q4 2024

#### 1.23 Revamping Manpower Forecast Model for Professionals, Technicians and Site Supervisory Personnel

• Evaluate the prevailing manpower forecasting model worldwide; review the manpower disciplines; establish a practical manpower forecasting model; forecast the manpower demand and supply; and verify the manpower forecasts by Q4 2024

#### 1.24 Driving Design for Safety by Launching Pilot Run on Implementation to Industry

• Launch the pilot run on the Design for Safety management system by Q4 2024

#### 1.25 Establishing the Frontline Safety Performance Recording Mechanism

• Implement the trial and launch the developed safety performance recording platform by Q4 2024

CHAPTER

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## Embracing Innovation; Developing Professionals

#### Preamble

To meet the development needs of the construction industry in Hong Kong, the Hong Kong Institute of Construction (HKIC) of CIC is committed to nurturing industry professionals. In recent years, manpower shortage in the industry is becoming increasingly serious. In addition to strengthening training efforts, the HKIC also maintains close communication with the stakeholders to ensure that its programmes meet the training needs of the industry.

With the development of Northern Metropolis and Kau Yi Chau Artificial Islands, the housing policy of "increasing quantity, speed, efficiency and quality", as well as a series of transportation infrastructure projects, etc. announced in the "Chief Executive's 2023 Policy Address", the demand for manpower in Hong Kong's construction industry will become even more acute. In order to help the industry embrace new opportunities, the HKIC has formulated measures to further increase the training capacity for Intermediate Tradesman and Senior Tradesman.

Separately, to help drive the development of the industry and attract more young talents to join the industry, the HKIC has been proactively adding innovative technologies, including Building Information Modelling (BIM), "Modular Integrated Construction" (MiC) method, and construction robotics etc., into its programmes to ensure their relevance, boosting of construction productivity and enhancing site safety.

The HKIC also commits to promoting the recognition of graduates' qualifications. It has been integrating its programmes into the Vocational and Professional Education and Training (VPET) system in Hong Kong through participation in the Qualifications Framework. It creates an effective articulation pathway and obtains more recognition from government departments/professional bodies for young talents and lays a solid foundation for their future development in the industry.

### Initiatives

#### 2.1 Increasing the Training Capacity of the HKIC to Better Meet the Manpower Demand of the Industry

 Train 15,700 semi-skilled workers and skilled workers through HKIC's training programmes and Collaborative Training Schemes by December 2024

## 2.2 Enhancing the Knowledge and Skills of All Teaching Staff in New Construction Technology and Safety Training

• Organise monthly talks and six workshops for teaching staff by December 2024

## 2.3 Utilising the Arrangements of Existing Community Isolation Facilities in San Tin

 Hold trade tests and training programmes, including on-site training related to MiC method, with an aim to achieving a wider adoption of the MiC and introducing safety legislation, lifting safety and assembly by December 2024

#### 2.4 Introducing Robotics/Digital Devices to Training Programmes

- Develop robotic and digital devices technician programme/module by December 2024
- Include relevant technology in training programmes at Diploma and Certificate level, in consultation with stakeholders by December 2024

#### 2.5 Enhancing Safety and Housekeeping of Workshops and Outdoor Training Grounds

- HKIC management to conduct in-person monthly safety briefing to all training grounds and workshops staff and organise "Good House Keeping Competition" by December 2024
- Conduct six safety visits with Corporate Safety Department to ensure continuous upkeep of safety and tidiness in workshops and Training Ground by December 2024

#### 2.6 Preparing for the WorldSkills Competition 2024

- Enhance training and preparation for the WorldSkills Competition in 2024
- Develop promotion programme to boost the trade's image, attract talents trainees, and enhance trade skills by September 2024
- 2.7 Applying for Programme Area Accreditation (PAA) at QF Level 3 for the HKIC
  - Conduct a comprehensive self-evaluation by Q1 2024
  - Submit accreditation document by December 2024
- 2.8 Setting Up the Central Office to Centrally Monitor the Administration Work of Student Recruitment according to ITD's Digitalisation Roadmap
  - Formulate an overall plan for setting up of Central Office by December 2024
  - Coordinate with IT Department to ensure the timely launch of the Online Application System

#### 2.9 Drafting Standard Operating Procedure (SOP) for Training in All Major Trades

• Draft SOP for training in all major trades by incorporating safety/BIM/ technology content where appropriate by June 2024

#### 2.10 Increasing the Overall Training Output of the School of Professional Development in Construction (SPDC) Based on the Achieved Training Place in AY2022/23, for AY2023/24, as per Actual Circumstances

- Proactively promote the existing and new programmes to the industry and explore new avenues to engage construction industry practitioners in enrolling programmes at SPDC
- Adopt a hybrid delivery mode for suitable Master Classes, such as Master Class in Safety Leadership Culture, by Q4 2024

#### 2.11 Incorporating Smart Site Safety System (SSSS) Elements in Safety Training Courses

 Develop SSSS teaching and learning materials and its assessment by Q4 2023

#### 2.12 Revamping 15 Programmes to Meet the QF Requirements

- Revamp 15 programmes
- Complete the internal programme vetting procedures
- Prepare the related documents to be included in the PAA submission by December 2024

#### 2.13 Administering the "Centre for Future Construction" (CFC), Primarily for Training Purpose and Strive to Support High Impact Use of the Centre

 Promote, encourage and invite various campuses and departments to offer courses or organise visits for students and practitioners at the CFC, with an aim to maximise its utilisation and benefits to the industry by Q4 2024

#### 2.14 Launching a New Promotion Campaign to Establish a Youthful, Vibrant, and Professional Brand Image of the HKIC

- Explore the feasibility of establishing social media accounts on Facebook and Instagram for the HKIC by Q1 2024
- Utilise online platforms and key opinion leaders (KOL) that young people frequently engage with for promotion by Q3 2024
- Adopt a diverse promotion approach to promote digitalisation in the construction industry by Q3 2024

#### 2.15 Developing New Programmes in Collaboration with Industry Development Division, with an Aim to Facilitating the Implementation of Construction 2.0 and Meeting the Training Needs of Construction Industry Practitioners

• Develop and launch two new programmes, such as Master Class and BIM Certificate programme, to meet the training needs of construction industry practitioners by Q2 2024

#### 2.16 Fully Digitalising Application and Enrolment Processes for Safety Programmes

- Establish an online safety training programme registration system by Q4 2024
- Develop an automated programme admission mechanism by Q4 2024 to increase overall efficiency from programme application to confirmation of class registration details

#### 2.17 Implementing AR/VR Learning Activities in Safety Training Courses

- Supplement theory classes with experimental learning to equip students with immediately applicable work skills through safety training simulation tours at the Safety Experience Training Centre, Kwai Chung campus by Q4 2024
- Gamify routine procedures as fun learning experiences for future employees and experienced labours by Q4 2024

#### 2.18 Enhancing the Quality of the Collaborative Training Scheme (COS)

- Enhance the training quality via reviewing Performance Evaluation Mechanism for training partners/employers by June 2024
- Liaise with stakeholders to introduce more new trades under Collaborative Training Scheme
- Recognise the outstanding employers and trainers by September 2024
- Review the training quality provided by training partners to meet the Qualifications Framework requirement from the perspective of "Initial Evaluation" by Q4 2024

#### 2.19 Adopting Electronic Assessment to Replace Written Test for Safety Training

• Transform from manual assessment marking to digital marking procedures by Q4 2024

#### 2.20 Enhancing Wi-Fi Coverage at Five Training Grounds (Tai Po, Lam Tei, Siu Lam, Siu Lun Street and Tung Chau Street)

- Coordinate with EO and ITD to ensure on-time installation by December 2024
- Conduct testing of Wi-Fi speed and coverage in each Training Ground after installation by December 2024

#### 2.21 Strengthening the Competence of Teaching and Academic Support Staff in Programme Management

- Develop QA and QF training workshops for teaching and academic support staff by December 2024, including:
  - Documentation requirements in the management of QF-recognised programmes;
  - Roles and responsibilities of various parties in programme management

#### 2.22 Providing CIC Approved Technical Talents Training Programmes (CICATP)

• Provide 620 training places for CICATP-Senior Tradesmen Programme by December 2024

#### 2.23 Developing a Centralised Knowledge Repository for Better Collaboration and Efficient Programme Development/Enhancement

• Establish a centralised database for teaching and learning materials by December 2024

#### 2.24 Implementing SSSS to Monitor Trade Test Operation

- Further identify possible major hazards in trade test by June 2024
- Further implement necessary SSSS devices to avoid/mitigate the hazards by June 2024

#### 2.25 Adopting BIM Viewing Alongside Paper Format Drawings for Candidates in Ten Hot Trades (such as Bar Bender, Electrical wireman, Plumber)

- Further develop BIM models for trade test questions by September 2024
- Produce education video to teach candidates to use BIM viewer by September 2024

#### 2.26 Adopting e-Assessment Form for Skills Assessment Scoring Process

- Review the prototype of e-Assessment System by December 2024
- Extend the use to different hot trades by adding new assessment criteria by December 2024

#### 2.27 Formulating and Implementing "The Construction Youth Blueprint"

- Formulate the Construction Youth Blueprint by Q1 2024
- Implement the Blueprint through different youth development activities and programmes by December 2024

#### 2.28 Organising "The Greater Bay Area Construction Industry Youth Exchange Program"

• Organise exchange activities for students/youths from Hong Kong and the mainland in summer 2024

#### CHAPTER

UB

## Talent Empowerment; Innovation and Sustainability



#### Preamble

Successful businesses and practitioners adapt to changing market realities and regulatory environments. As they have already embraced advanced technologies and high productivity construction, 2024 will earmark their experimentation in real life, which represents the most sustainable resources for the transformation of construction industry.

The transformation will bring with it huge shifts in regulation, markets and measurements of profits and loss. However, there are still many vulnerable areas such as governance, construction safety, corruption risks and roles and responsibilities. The registration schemes administered by the CIC will try to provide answers to those questions so as to solidify the foundations of the registrants.

The CIC always strives to strengthen bonding with registrants, namely Registered Specialist Trade Contractors, Registered Subcontractors, Registered Technically Competent Persons and Registered Workers. Communications via omnichannels including service offerings in CIC Service Centres, instant messaging, emails and SMS are used interchangeably. Services will be further enhanced with the launch of the new app of the CIC which consolidates CIC services across all business lines, providing latest news of the construction industry and the CIC at fingertips.

The CIC upholds the "quality" brand of the registration schemes. Apart from driving professional development of the registrants, the new regulatory actions with "immediate suspension for safety review" for registered companies in case of serious incidents happened will be implemented.

Last but not least, the CIC welcomes all eligible parties to be recognised by registering with the registration schemes. Through the registration platform, competent front-line personnel will share experience, grasp new business opportunities and endeavor for the sustainable development of the construction industry.

#### Initiatives

#### 3.1 Completing the Transitional Arrangements for the Designated Trades

• Complete the transitional arrangements for the eleventh and twelfth designated trades (Building Drainage Installation, Levelling and Setting Out) by September 2024

#### 3.2 Advancing Professionalism of the Registered Specialist Trade Contractors Scheme (RSTCS) Registered Companies

• Organise a RSTCS Leadership Summit by early November 2024

#### 3.3 Advocating Professionalism and Cross-discipline Collaboration among Specialist Trades to Enable Continuous Improvement and Sustainable Development

- Work with the Hong Kong Institute of Construction and Trade Testing Centre to develop Good Practice Manuals on Specialist Trades by December 2024
- Produce four videoclips on good practice of specialist trades e.g. Plastering, Levelling and Setting Out, Barbending, Formwork by October 2024
- Launch designated trade good practice website by March 2024 to showcase the professionalism and standard operating procedures

#### 3.4 Launching of New Designated Trades

• Assist the grandfathered companies in smoothly completing the registration process for the newly added designated trades e.g. painting, metal works etc by December 2024

#### 3.5 Strengthening Competencies and Skills of Core Personnel of Registered Companies

• Develop and execute a leadership program to strengthen the safety, legal and sustainability capability of registered companies by December 2024

#### 3.6 Upskilling of Registered Construction Workers

 Organise Award Ceremony for the Construction Workers Professional Development Scheme to recognise workers who upskill to semi-skilled/ skilled workers and/or with achievement in trade skills by June 2024. Companies with good workplace system to promote advancement of grading of workers will also be recognised

#### 3.7 Solidifying a Culture of Solidarity and Care by Enhancing the Construction Site Environment

• Organise two contractor sharing e.g. webinar, site visit, to demonstrate good practice on construction site facilities for workers by December 2024

#### 3.8 Showing Care for Workers and Their Family Members

• Connect family members of registered construction workers by holding the scholarship award ceremony by November 2024

#### 3.9 Strengthening Competencies and Skills of Front-line Practitioners

• Engage in consultations with the trades to explore the establishment of specified training courses for construction workers registration renewals in selected trades, if considered necessary and suitable through deliberation by the Construction Workers Registration Board by November 2024

#### 3.10 Promoting Health Awareness among Registered Workers

• Promote workers health by providing medical check-ups to 8,000 eligible registered workers by December 2024

#### 3.11 Alleviating the Foreseen Acute Demand for Skilled and Semi-skilled Workers

• Attract 1,000 workers whose registrations have expired to rejoin the industry by December 2024

#### 3.12 Enhancing Customer Experience on Workers Registration Services

• Elevate the customer experience by implementing digitalised services, utilising built-in technologies such as Optical Character Recognition (OCR) and automated notification system via the CIC App to facilitate worker registration and communication with workers by December 2024

**Corporate Modernisation and Advancement** 



#### Preamble

In today's ever-changing landscape, the success of an organisation relies on a dynamic and supportive workforce, along with a commitment to corporate governance and compliance standards. At the CIC, our Corporate Services Division plays an active role in ensuring that our organisation is working towards this direction.

CIC is committed to adopt innovation and technology widely to support our business plan, enhance operations and foster user experience. Amongst those in the pipeline are Online Visitor Registration, AI automated mail sorting, BIM- and IoT-backed security solutions. At the same time, we also recognise the importance in safeguarding personal data, managing cyber security risk, ensuring safety and fostering digital literacy. We continue to provide designated training for staff through various learning platforms to recap their awareness and update their knowledge in these areas.

Corporate governance is the foundation of our operations. We adhere to robust governance practices and adopt technology to monitor the progress of Key Performance Indicators. We have also integrated Environmental, Social and Governance (ESG) principles into our corporate culture for sustainability and reducing carbon footprint. Safety is our prime concern and we are establishing an Online Safety Training Library to cultivate a safety-first culture.

We aim to engage our staff through the nurturing of an appreciative and supportive work environment, and are organising various wellness programmes, team building activities and cross-functional collaborations to achieve this aim. We also target to enhance communication amongst industry leaders through online and offline campaigns, and new initiatives will be launched to foster knowledge sharing and collaboration.

Looking ahead, the CIC is determined to unlock its potential to the fullest and contribute to the overall success of the construction industry. The various initiatives undertaken by the Corporate Services Division provides a solid foundation and backbone to further enhance our capability, efficiency, quality and sustainability.

### Initiatives

#### 4.1 Introducing AI or Other Electronic Systems to Improve Efficiency in Identification of Potential Unreported Levy Cases

 Collaborate with ITD and Levy Team to develop and rollout a system for identification of unreported levy cases by Q4 2024, with reference to the current sources from Government Gazette, CWRS and Buildings Department

#### 4.2 Establishing Management Dashboard to Monitor the Investment and Treasury Performance

• Develop dashboard templates, build up data bank and ready dashboard for final review by Q4 2024

#### 4.3 Conducting User Training and Developing Online Orientation Materials to Promote Awareness of Finance & Procurement Controls among CIC's Internal Stakeholders

• Conduct two batches of user training on Finance & Procurement processes and develop online orientation materials by Q4 2024

#### 4.4 Enhancing the Procurement Manual to Ensure a More Stringent and Effective Procurement Process

• Review incumbent procedure and benchmark with the best-in-class organisation to upgrade the overall procurement process by Q4 2024

#### 4.5 Setting up an Outdoor Training Ground in Siu Lam

- Arrange site clearance and site formation
- Carry out external works
- Install temporary buildings
- Conduct building services installation
- Reinstate Tuen Mun Training Ground by Q3 2024



- Install the Internet of Things (IoT) devices at campus buildings to implement smart facility management by Q4 2024
- Deploy BIM and IoT devices into the Estates Office Management System by Q4 2024
- Extend Central Monitoring System from Kowloon Bay Campus (KBC) to Tai Po Training Ground and Trade Testing Center for real-time monitoring of facilities by Q4 2024
- Upgrade CCTV system with AI video analytic features in Sheung Shui Campus (SSC), Kwai Chung Campus (KCC) and Lam Tei Training Ground by Q3 2024
- Level up the security system with smart technology by Q4 2024

#### 4.7 Replacing Obsolete Lifts with Smart/IoT Lifts at KBC and SSC

- Replace 3 lifts at KBC by Q3 2024
- Replace 3 lifts at SSC by Q3 2024

#### 4.8 Embedding ESG Strategies to Enhance Facility Management

- Conduct energy consumption review by Q4 2024
- Implement energy saving and waste management campaign by Q4 2024
- Encourage carbon footprint tracking by Q4 2024

#### 4.9 Enhancing the Personal Data Governance Framework

- Build up and execute mechanisms to ensure compliance with the Personal Data (Privacy) Ordinance by Q4 2024
- Provide continuous training to all staff and arrange three to four advanced trainings for Personal Data Champions and Department Heads throughout the year

#### 4.10 Developing the Annual Risk-Based Internal Audit Plan

• Develop a plan based on inputs from CIC management, its risk appetite and risk assessment outcomes by Q1 2024

#### 4.11 Strengthening Governance Excellence and Collaboration

- Provide strategic recommendations on governance issues and strategies; develop and review secretariat guidelines, appointment procedures and mechanisms from time-to-time
- Deliver quality secretariat services to ensure the smooth conduct of Council Meetings held in even months and Executive Committee Meetings held in odd months, and uphold the quality of its papers, presentations and minutes
- Foster close collaboration with the Government on appointment matters and propose effective solutions throughout the year

#### 4.12 Upholding Quality Assurance and Enhancing Work Performance

- Maintain a solid quality assurance mechanism for writing and presentation materials from time-to-time
- Organise training sessions for staff three to four times a year
- Conduct performance assessments and provide recommendations on a quarterly basis

## 4.13 Connecting and Engaging Industry Leaders to Facilitate Knowledge Sharing and Collaboration

- Host high-level meetings/forums, along with an annual event for CIC Fellows in late 2024, serving as communication platforms for industry leaders to drive continued growth
- Arrange informal gatherings for CIC Fellows to encourage networking, collaboration, talent retention and utilisation of collective expertise for the betterment of the society throughout the year

#### 4.14 Enhancing IT Governance

- Ensure the key IT metrics align with the IT Service Level Pledge by Q4 2024
- Adopt application deployment procedures in: Construction Workers Registration System and Trade Testing Management System by Q3 2024; CWRG, Training Management System and Web Content Management System by Q4 2024

- By Q4 2024, adopt change management practices and risk practices for configuration changes, covering firewalls, network switches, Wi-Fi access points, public and private cloud infrastructure by Q4 2024
- Establish DevOps practice, and Continuous Integration and Continuous Delivery pipeline for agile delivery, product release management, and test automation for new projects by Q4 2024
- Adopt social media publishing approval workflow across the platforms by Q4 2024

#### 4.15 Enhancing Cybersecurity

- Attain and sustain the "B" or above cybersecurity rating from SecurityScoreCard, a renowned third-party security rating company, by implementing a series of measures to enhance cybersecurity posture by Q4 2024
- Prevent phishing and ransomware attacks by conducting continuous mock phishing tests for all staff
- Complete the review for document storage locations, protection and access privileges for the entire CIC by the end of 2024

#### 4.16 Enhancing Digital Channels and User Experience

- Deploy SuperApp to all workers by Q2 2024
- Complete the Construction Innovation Platform development by Q4
  2024
- Enhance features at the Levy E-Service 2.0 Platform by Q4 2024
- Replace ZCP website and relocate the website content to the centralised Web Content Management platform by Q4 2024
- Replace CITF Portal's Enquiry platform by Q4 2024
- Enhance easyJob Mobile App (Employer Version) by Q4 2024

#### 4.17 Cultivating Big Data Corporate Culture

- Enable internal users to access Microsoft Azure data lake services by Q3 2024
- Streamline the data preparation process for dashboards by Q4 2024

#### 4.18 Building Modernised IT Infrastructure and Foundation

- Implement high availability and high resilience design in the Construction Workers Registration Gateway (CWRG) by Q3 2024
- Upgrade all application and database servers with the latest versions of Operating Systems and rearchitect them to ensure proper level of fault tolerance
- Implement the last phase of the microservices platform with complete API documentation by Q4 2024

#### 4.19 Implementing Workspace Digitalisation & Enhancements

- Revamp the legacy home-grown Stakeholders Relationship Management System (SRMS) with Customer Relationship Management platform by Q2 2024
- Adopt Robotics Process Automation (RPA) technologies in more business processes in 2024
- Migrate Intranet to Microsoft Teams by Q3 2024
- Finalise the ERP system replacement requirements for Finance & Accounting and Procurement related workflows by Q4 2024
- Improve AV control management and implement wireless presentation in meeting rooms/event venues by Q2 2024

#### 4.20 Enhancing Office Infrastructure through Innovation and Technology

- Develop an online Visitor Registration System for all CIC premises, and Key Storage Management System for the Head Quarter (HQ) and Mega Box Office (MBO) by Q4 2024
- Deploy AI for automatic mail sorting and data tagging in the digital mailroom by Q2 2024

## 4.21 Integrating Environmental, Social and Governance (ESG) into Corporate Culture

- Develop key ESG metrics and initiatives by Q4 2024
- Replace existing corporate vehicles with electric vehicles and install additional electric vehicle charging bays at CIC premises for staff use by Q4 2024



#### 4.22 Organising Construction Industry-wide PR Campaign

- Launch a series of promotions (e.g. exhibition, workshops, outdoor advertising, etc.) targeting the general public (e.g. students and career changers) to enhance industry image and attract new talents throughout the year
- Develop a STEAM portal as an educational and informative platform for schools teachers and students to understand various aspects of the construction industry by Q4 2024

#### 4.23 Enhancing Media Relations

• Organise media gatherings/briefings to foster media relations and gain the latest insight of the media landscape throughout the year

#### 4.24 Leading towards Carbon Neutrality

- Initiate a series of creative and sustainable activities to promote low carbon living throughout the year
- Organise STEAM related event/workshop to nurture future talent in the construction sector throughout the year

#### 4.25 Achieving Carbon Neutrality by 2050

 Begin the design of the uplifting plan of the ZCP, such as setting up of Electric Vehicles Charging System, adopting the usage of sustainable construction materials for repair and maintenance, and new construction works

#### 4.26 Promoting Sustainability to the Community

• Initiate the project of upcycling abandoned pylons in the country park into a pavilion which serves as a public leisure facility while promoting the principle of circular economy

#### 4.27 Establishing Online Safety Training Library via Cloud-Based Training Platform

- Compile training framework and schedule, and identify proper training topics by April 2024
- Compile safety training material, conduct trial on cloud-based training system and deliver online safety training by December 2024

#### 4.28 Expanding and Enriching the Learning Environment

- Devise and implement a comprehensive digital literacy training programme for staff by Q1 2024
- Make use of the online learning platform to enrich staff's learning environment throughout the year
- Continue the Graduate Trainee Programme with monthly training and to start Job Rotation by Q1 2024
- Invite distinguished speakers to conduct the Talent Development Excellence Talk on a quarterly basis for management staff

#### 4.29 Fostering a Corporate Culture that Prioritises Safety, Personal Data Protection and Cybersecurity Protection

 Collaborate with and support the Safety, Legal & Compliance and IT Teams in developing and delivering training programmes throughout the year

#### 4.30 Nurturing an Appreciative and Supportive Work Environment

- Identify the well-being needs and preferences of staff and develop and implement well-being programmes that address their physical, mental and emotional health including facilitating CSR activities by Q1 2024
- Promote Core Values and Team Building through activities, cross functional collaboration and knowledge sharing throughout the year
- Review and enhance the Staff Orientation and Induction Programme to engage new staff by Q1 2024









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