

# MANAGEMENT AND ENGAGEMENT

- Strategy and Management
- Departmental Annual Plan
- Engagement Approach
- Main Focus Areas and Materiality

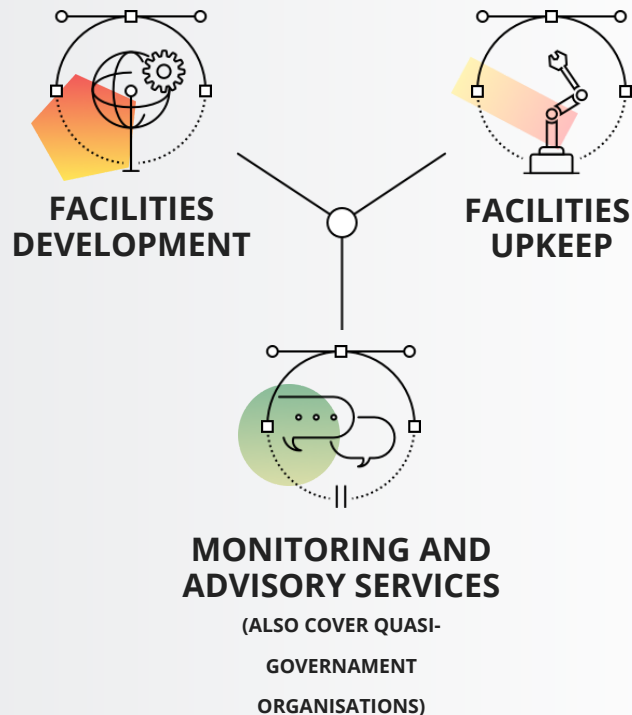
## UNSDGs

- We promote great inclusiveness and value diversity in workforce by providing equal opportunities in employment practices
- We provide various training opportunities for all people working for or on behalf of ArchSD to improve efficiency, service quality and long-term environmental and social performance
- We continue to maintain a strong corporate governance mechanism to uphold high level of ethical standards and professional integrity, with zero tolerance to corruption



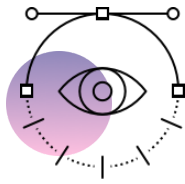
## Strategy and Management

A robust governance structure and function is the fundamental driving force of ArchSD's sustainable development. Our senior management oversee the implementation and execution of the Department's sustainability strategies and policies. Led by our senior management, all members of the Department uphold high standards of ethics and professionalism in our daily operations to bring the greatest benefits to all stakeholders.



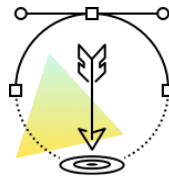
# Our Vision, Mission and Values □

## VISION



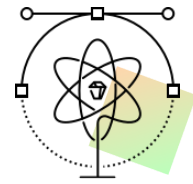
- Serve and care for our community by enriching the living environment through quality professional services

## MISSION



- Ensure the quality, cost effectiveness and sustainable development of community facilities
- Ensure the quality and cost effectiveness in the upkeep of community facilities
- Provide quality professional advisory services on community facilities and related matters
- Promote best practices in the building industry

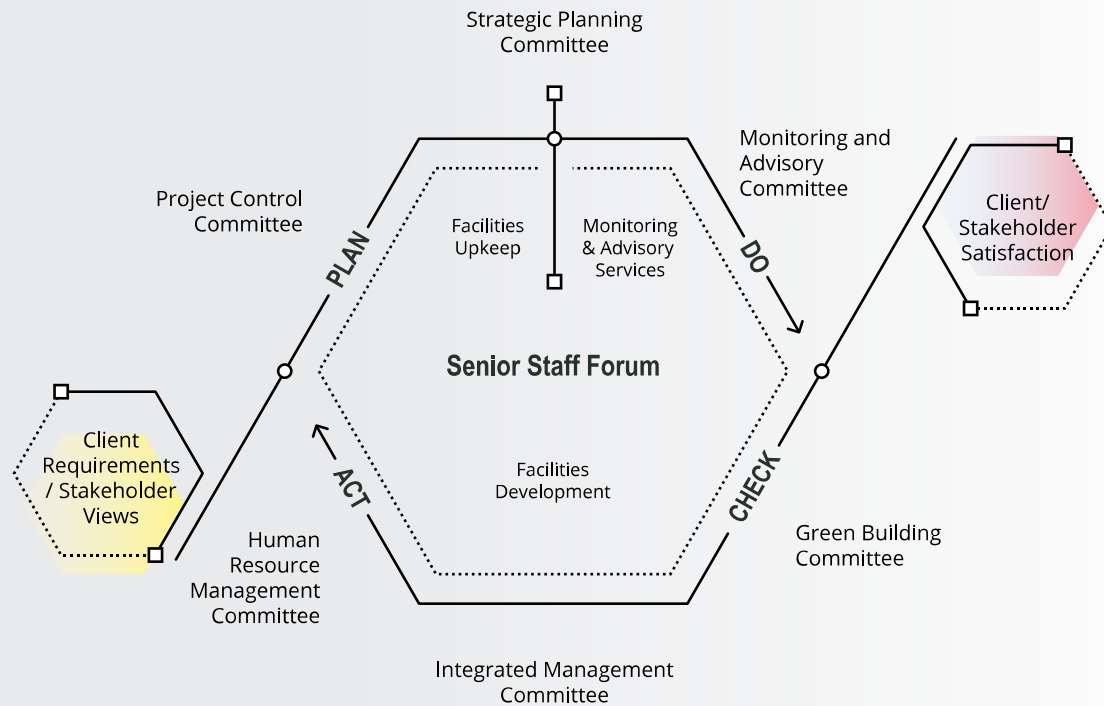
## VALUES



- Professionalism
- Commitment
- Accountability
- Team Spirit
- Partnering Spirit
- Caring Attitude
- Integrity
- Versatility
- Continuous Improvement

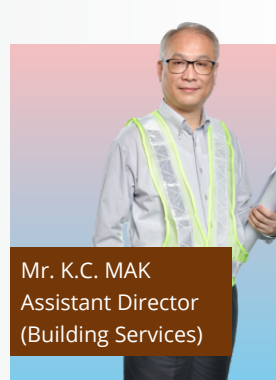
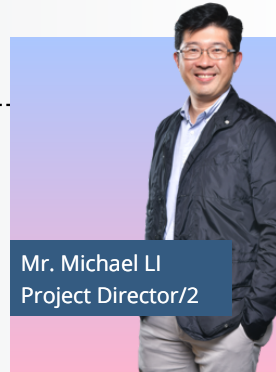
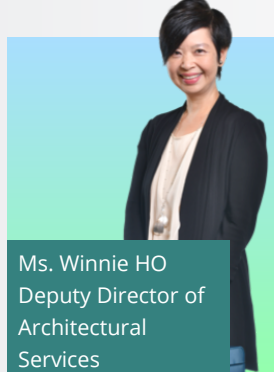
## Governance Structure

As a government department, ArchSD abides by the highest level of governance, policies and practices set by the Civil Service Bureau. A Senior Staff Forum (SSF), chaired by the Director, is in place to oversee internal operations and sustainable development agenda. The SSF is also responsible for the formulation and regular review of Departmental policies, strategies and goals. In addition, we have established multiple steering committees to oversee different areas of operations within the Department.



# Management Approach

## Strategy & Management



## Policy and Guidelines

ArchSD has put in place a Departmental Quality, Environmental, Health and Safety Policy that showcases our explicit commitments to promote long-term sustainability in our operations.

ArchSD strictly follows the below guidelines for all our services and operations:

- Fulfil the agreed requirements of our clients to the highest professional standards;
- Deliver our services in an environmentally responsible manner by implementing conservation of energy, preventing pollution and reducing the consumption of natural resources to protect the environment;

- Manage to eliminate our hazards and reduce our health and safety risks to ensure and provide a safe and healthy environment for the prevention of work-related injury and ill health from our staff, our contractors and other people who may be affected by our work;
- Involve and, where appropriate, consult our staff, our contractors and other people who may be affected by our work, and their representatives in the improvement of our safety and health performance;
- Fulfil all compliance obligations including applicable legislation and other requirements, and wherever practicable, to achieve standards beyond those that are legally required;
- Provide adequate resources and training to all staff and provide appropriate training to persons working for or on behalf of ArchSD and to continually improve our quality, environmental, occupational health and safety management system to enhance performance and effectiveness; and
- Promote ArchSD's principles of quality, environmental sustainability, health and safety to our partners in work, the construction industry and the general public.

ArchSD has obtained certification of ISO 9001 Quality Management Standard, ISO 14001 Environmental Management Standard and ISO 45001 Occupational Health and Safety Management System which altogether constitute our Integrated Management System (IMS). The system ensures our operations meet the international standards. In addition, the APB Centre in Hung Hom has achieved ISO 50001 Energy Management since 2014. For continuous improvement, the SSF will keep up to monitor and review the performance of our IMS at least once a year.

## Risk Management

To minimise potential hazards and harms to our operations, we actively identify and monitor emerging risks and thereby implement various mitigation plans. Through a comprehensive risk assessment exercise, we identify, assess, mitigate and monitor potential risks within our operational control and report details of the assessment to the Department for considerations in any decision-making process.

Our project risk assessment exercise strictly follows the guidelines published by the Development Bureau (DEVB), such as the Technical Circular (Works) No. 6/2005 on 'Implementation of Systematic Risk Management in Public Works Projects'. We manage and control potential risks throughout the entire lifecycle of our projects. Project teams would organise integrated risk assessment workshops to identify risks and formulate precautionary control measures for effective monitoring.

## Ethics and Professionalism

ArchSD adheres to high standards of integrity and ethics. We require all staff to comply with the regulations stated in the Prevention of Bribery Ordinance. Any cases of suspected bribery or corruption shall be immediately reported to the SSF and the Independent Commission Against Corruption for further investigation. During the reporting period, there were no such cases reported.

We attach great importance to secure employment rights and support employees in building their capabilities and technical proficiency. We go beyond the mere compliance of the Employment Ordinance and provide diverse benefits and training opportunities to our employees. Putting great emphasis on safety practices in construction sites, the Department uphold safety standards adhering or even surpassing statutory requirements and requirements set out in the provisions of safety guidelines published by the DEVB. We also organise and actively participate in events such as ArchSD's Site Safety Model Workers Award Scheme, Considerate Contractors Site Award Scheme co-organised by DEVB and the Construction Industry Council and trials of new site safety initiatives to encourage proactive safety management practices. For our large-scale construction projects, we appoint Labour Relations Officers in early stage to resolve any disputes between contractors and workers.

Apart from employment practices, ArchSD also focuses on the quality of service we delivered. We conduct annual customer satisfaction survey to review our performance and service quality. We have established a dedicated team to handle clients' feedback and opinions to drive continuous improvement.

## Way Forward

Aiming to improve the efficiency and quality of design, production and operation of the construction industry, ArchSD will continue to enrich Innovation and Technologies (I&T) application and Knowledge Management (KM) development.

In the recent years, we have been developing 'Corporate Intelligence (CO-i)' to transform our business process to digital. Various e-business platforms to facilitate smarter workflow with our partners, consultants and contractors, were being built. We planned to implement cloud based electronic site inspection recording system with data analytics functions to enhance efficiency of works supervision. Electronic submission and processing systems would be developed for better mobility and productivity in project delivery. We will continue to explore and apply innovation and technology (I&T) for driving the smart city development, such as Building Information Modelling (BIM), smart asset management, ChatBot and artificial intelligence etc. We have planned and look forward to collaborating with different stakeholders for pilot projects and joint events in the industry for inspirations and bringing in such external expertise to enrich our operation.

We will also continue the exploration and implementation of innovative construction methods and ways to drive buildability, while enhancing social inclusion and cost control. To this end, we work closely to adopt 'No Frills' principle in design and contractual requirements, the '3S' (Standardisation, Simplification and Single Integrated Element) and other related measures in our projects. The incorporation of inclusive and elderly designs in projects is in good progress of which we are anticipating an improved accessibility in our buildings and facilities in a short future.

To compatible with the long term development of Hong Kong, ArchSD will excel our flexibility to safeguard the interests of the general public and our users. We strive to enhance quality of project site supervision through application of new technologies. We also promote best practices in government buildings to ensure public safety. As a response to the social needs and climate change challenges, we continue to discover measures, technologies and building materials to improve resilience of buildings and the city.

Another strategic focus of ArchSD is to foster staff training and development which is a determinant of our smooth operations and continual enhancement of service quality. We will devote more resources to organise regular training and activities such as site visits to enrich staff's exposure and experience in specific topics of innovation, social inclusion and public engagement in project delivery, as well as CO-i and creative knowledge in relation of other departmental focuses.



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## Departmental Annual Plan

ArchSD would not be satisfied with our achievements and takes initiative to pursue continual improvement. To this end, we formulate Departmental Annual Plan (DAP) every year which encompasses our targets and objectives. At the same time, cross-functional review meetings are held regularly to review the progress towards the targets. Our DAP 2019/20 has been outlined in four key areas and the followings are the highlights of our major achievements during the year:

Focus Area in Annual Plan 2019/20	Achievement Highlights (As at 31 March 2020)
Enhance Innovative Construction, Inclusive Design, Buildability and Cost Control	<ul style="list-style-type: none"> <li>• Maintained the operation of the Internal Innovative Construction Focus Group (ICFG) to support project teams in exploring innovative construction opportunities</li> <li>• Arranged 11 sharing sessions with building contractors, consultants and industry partners by ICFG for exchange of views on innovative construction</li> <li>• Established the MiC Sub-group to review and recommend updating of tender for the adoption of MiC in projects</li> <li>• Participated in the Construction Innovation Expo 2019 organised by DEVB/CIC to showcase the latest technologies adopted by the department in design, construction and maintenance of buildings</li> <li>• Held the 'Symposium on Delivering an Elderly-friendly City' to promote the development towards a more elderly-friendly city</li> </ul>
Enhance Public Safety and Building Resilience	<ul style="list-style-type: none"> <li>• Continued to develop the Electronic Site Audit, Inspection Recording System and Prototype screens</li> <li>• Completed a design guide on detailed structural survey, including measures to enhance building resilience and durability</li> <li>• Prepared the procurement for Phase 3 Conditions Survey (CS) and enhanced the Asset Information System (AIS) for uploading approved CS</li> <li>• Registered of and updated the progress of scheduled inspections for checking external walls finished before or after typhoon season</li> <li>• Updated the template of sizing of air-conditioning system and the outdoor design conditions in response to climate change concerns</li> </ul>
Enhance Corporate Intelligence (CO-i), Building Information Modelling (BIM) and Knowledge Management (KM) Development	<ul style="list-style-type: none"> <li>• Conducted 32 knowledge sharing and collaboration events with external stakeholders and uploaded 116 knowledge papers and AAR reports to Knowledge Hubs</li> <li>• Proposed over 50 numbers of IT projects in short, medium and long term, as well as completed the implementation roadmap</li> </ul>

	<ul style="list-style-type: none"> <li>• Collaborated with Electrical and Mechanical Services Department (EMSD), Food and Environmental Hygiene Department (FEHD), and Office of the Government Chief Information Officer (OGCIO) on big data analytics and application</li> <li>• Collaborated with Buildings Department (BD) to allow exchange of knowledge and experience among colleagues through attending the Academy talks and BD's sharing sessions</li> <li>• Invited external experts to share on innovation and social inclusion</li> <li>• Conducted sharing sessions with stakeholders to exchange views on innovative construction</li> </ul>
Enhance Staff Training and Development Programme	<ul style="list-style-type: none"> <li>• Organised a study tour to Shenzhen, Guangzhou and Zhuhai for a group of 32 professional, site supervisory and technical grade staff</li> <li>• Arranged staff to attend 42 courses on innovation, 3 courses on social inclusion and 5 courses on public engagement</li> </ul>



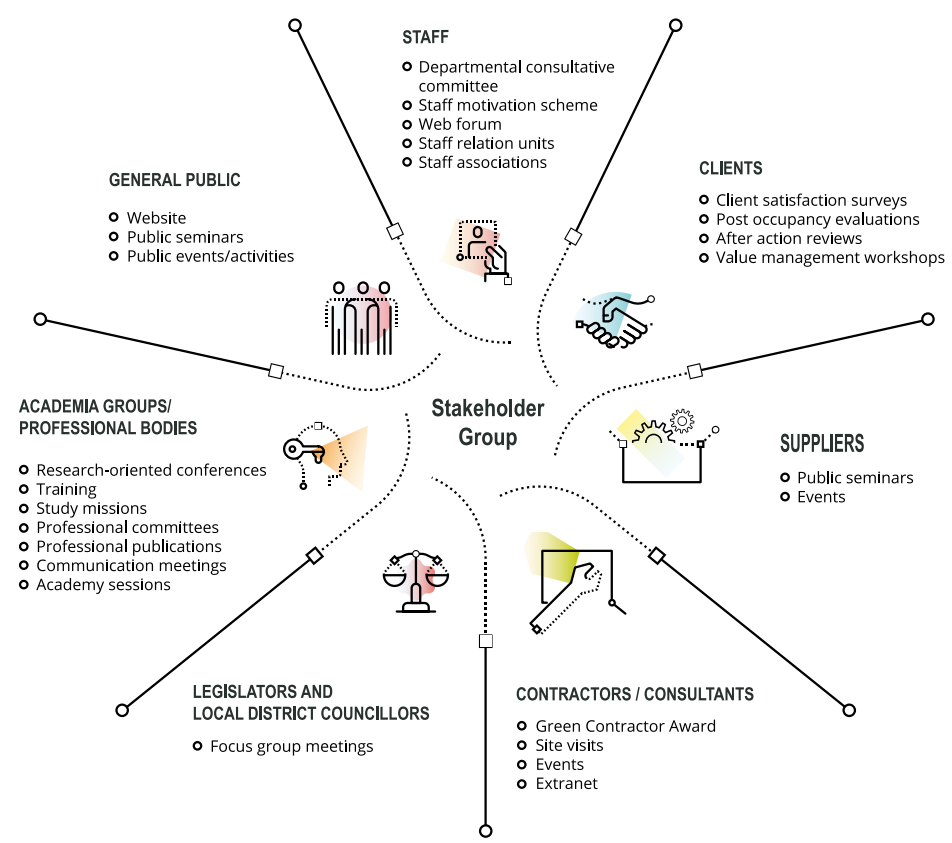
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## Engagement Approach

GRI102-40  
GRI102-43  
GRI102-44

ArchSD maintains our pragmatic stakeholder engagement mechanism to gain an in-depth understanding of the opinions, priorities and values of stakeholders with diverse backgrounds. We utilise our two-way communication channels to respond to their needs and establish mutual trust. Our stakeholder engagement approach is summarised as follows:



In preparing this report, ArchSD conducted a total of five independent interviews, in addition to the ongoing engagement practice with delegates of our key stakeholder groups. We engage representatives from staff, contractor, professional institution and client to better understand their concerns and obtain feedback for our continuous improvement on sustainable development and overall performance.

## Involvement in External Associations and Committees

ArchSD also actively engages with external stakeholders by appointing external representatives to provide recommendations and undertake experience-sharing in professional bodies and external committees. During the year, we engaged with the following professional institutions and external committees including but not limited to:

- **DEVB Building Information Modelling (BIM) Working Group** to formulate market transformation strategies for promoting the adoption of BIM and digital technologies in construction industry;
- **Joint Working Group on Modular Integrated Construction (MiC)** to identify suitable technology and practice of modular integrated construction in Hong Kong;
- **DEVB-CIC Joint Working Group for Consultancy Study on Improving the Environmental Performance of the Hong Kong Construction Industry** to monitor the consultancy study on following up the recommendations of promoting a greener built environment in CIC's Report on 'The Development Strategy for the Hong Kong Construction Industry' published in January 2016, as well as to explore the feasibility of reducing carbon emissions in the construction industry;
- **DEVB Safety and Environmental Advisors Committee** to develop plans and promote safety and environmental protection measures at construction sites, as well as to review and monitor the current practices;
- **Rehabilitation Advisory Committee – Subcommittee on Access** to oversee the design of buildings, public areas and transportation in Hong Kong and identify room for improvement to meet the needs of people with disabilities;
- **Steering Committee for the Inclusive Environmental Recognition Scheme** to recognise barrier free buildings in the community and promote barrier free environment and culture in Hong Kong
- **Task Force on Disability Inclusive Society** to review barrier-free design of buildings and transportation, and formulate strategies and measures on related matters



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## Main Focus Areas and Materiality

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GRI102-44  
GRI102-46  
GRI102-47

By integrating the feedback of stakeholders through various engagement channels and independent interviews, we prioritised sustainable development issues based on the interests of stakeholders and the actual or potential impact of the issues on our operations, services, and relationships.

In addition, ArchSD aligns our operations and sustainability efforts with the United Nations Sustainable Development Goals (UNSDGs) in order to respond and contribute to the international sustainable development strategies. In the reporting year, we have updated the list of sustainability issues as material to our operations. We also updated the mapping with the UNSDGs which are of the highest relevancy and subject to impacts created by ArchSD's operations. This exercise has helped us focus on the formulation of policies and measures to improve particular sustainability performance. The focuses of this Report are set with the following material topics and our strategies and practices are showcased in the relevant chapters.

