

EDITORIAL

It gives us great pleasure to issue this copy of THE PROJECT MANAGER for 2024. The SPM as an organization continues to work hard in espousing the Project Management profession. Projects today are complex entities, and every project is under pressure to meet their time, cost and quality objectives together with safety. The SPM therefore monitors standards through membership and holds regular activities such as webinars and informal events to strengthen the Project Management sector in Singapore. In addition, informal events such as the SPM Golf Tournament and events such as Brewing Bonds build fellowship among members and potential members. In this edition we are pleased to showcase our activities such as Events and Webinars held throughout the year as well as the OPM 2024 awards.

2024 OUTSTANDING PROJECT MANAGER

OUTSTANDING PROJECT MANAGERS AWARD

Congratulations to the winners of the Outstanding Project Manager 2024 Awards, these are a recognition of their efforts and accomplishments in Project Management in the Built Environment Sector. We would also like to place our appreciation to the Chairperson of this committee Ms Veronica Ng and the judges from the SPM Management Committee who have contributed their time in evaluating the submissions.

Category 1 (> \$85 MIL): Outstanding Project Manager

Jiao Tong, Project Director, China Communications Construction Company Ltd
Project: Proposed Development of Changi East - Package 3

Category 3: Outstanding Young Project Manager

Valerie Sim Peck Cheng, Deputy Director (Building Plan and Project Management), Building & Quality Group, Housing and Development Board
Project: Rivervale Shores

Category 3: Outstanding Young Project Manager (Merit)

Muhammad Qusyairi Bin Mazlan, Senior Engineer, Building and Quality Group, Housing and Development Board
Project: Design and Build Upgrading Project G29F (Home Improvement Programme)

Category 4: Outstanding Project Manager, Client - Infrastructure

Patrick Sebastian, Deputy Group Director, Land Transport Authority
Project: Thomson East Coast Line

Category 4: Outstanding Project Manager, Client- Building

Ng Peck Nah, Deputy Director (Building Construction Management Section 3), Building and Quality Group, Housing and Development Board
Project: Senja Valley

Category 4: Outstanding Project Manager, Client - Building (Merit)

Koh Jit Meng, Deputy Director (Building Construction Management Section 2), Building and Quality Group, Housing and Development Board
Project: Tampines GreenVerge

Category 5: Innovator of the Year (Merit)

Christopher M. Vitug, Senior Commercial Engineering Manager, Chye Joo Construction Pte Ltd
Project: Smart Surveying Technology for Civil Engineering Project, Innovation for LTA Jurong Regional Line

Category 6: Outstanding Project Manager, For Special Project

Gregory Chua, Dy Head, Project Management (Business Park), CapitaLand Development Ltd
Project: CapitaSpring

Category 7: Outstanding Publication on Project Management (Merit)

Dr Eugene Seah, Chief Executive Officer, DLS Consultancy Pte Ltd
Project: Mindset Change needed in Collaborative Contracting

PRESIDENT'S MESSAGE



In 2024, most of the projects affected by COVID 19 have been or will most likely be completed soon. The B.E Industry has stabilised much. However, the various global challenges still exist which will still affect the overall global economic situation.

In SPM, we are grateful to the existing Council members and the various working committees who have worked hard over the last financial year to assist SPM to be able to achieve the following:-

A. Through the Accreditation and Membership Committee chaired by Jonathan Shek & Neo Poh Kok, the team of APM Assessors and the hardworking secretariat led by Kenneth Lim. The Accreditation membership to date stands at 914 (i.e. last AGM we were at 802 Accredited Members). Thanks to the Council members for agreeing to stay on to continue to work toward achieving above 1000 Accredited members within the next term of office. We sincerely hope to be able to attract more younger project management professionals to join us as members.

B. To support the Continuous Professional Development (CPD), SPM had organised monthly Webinars for our members. We continue to have very good attendances in these Webinars. Besides these Webinars, we also organised successfully:-

1. SPM Book Launch on 17 November 2023 at J.W. Marriott South Beach Hotel.
2. SPM Seminar with Main Speaker, Mr. Liew Mun Leong on 31 March 2023 at Shangri-La Hotel attended by 170 participants and Session 2 on 4 September 2023 attended by 158 participants.

C. Secretariat :- The Council was able to persuade Ms. Choo Leng Leng to rejoin us on December 2023. She will be closely supported on a daily basis by Honorary Secretary, Kenneth Lim and two other colleagues from my office.

D. Financially :- SPM had clocked a very good surplus of S\$188,148.73 for FY 2023/2024. SPM is currently in a good financial position. The surplus came from these main events:-

1. Webinars = S\$14,030.00
 2. Golf 2023 = S\$55,804.60
 3. 28th Anniversary Dinner = S\$49,900.76
 4. Book Launch = S\$18,800.20
 5. PMIC Course Fee = S\$16,120.00
 6. Seminars 2023 = S\$33,493.17
- Total Surplus = S\$188,148.73

We are equally confident that in financial year 2024/2025 SPM will be able to generate a healthy surplus again.

I wish all SPM members a great year ahead filled with good health and happiness.

Thank you.

Your's Faithfully,

Mr Bernard Ho

President, (15th Council)

CapitaSpring: A Project Management Perspective

A Vertical Marvel at the Heart of Singapore's Central Business District

Newsletter of the Society of Project Managers, Singapore www.sprojm.org.sg

MDDI (P) 054/09/2024

I. Introduction

CapitaSpring is a 51-storey integrated development comprising offices, serviced apartments and retail units. Located at the heart of Singapore's Central Business District, the development spans 1,005,000 sq ft of Gross Floor Area (GFA), rejuvenating the site of the former Golden Shoe Carpark it sits on.

The 280m-tall development offers work, live and play spaces in a vertically connected environment, redefining the interactive possibilities for the workspaces of tomorrow.

CapitaSpring consists of 29 floors of Premium Grade A offices, a 299-unit serviced residence and a nine-storey podium that mainly houses a multi-storey carpark. The development also contains retail units, a public food centre at Level 2 and 3 and a single-level basement to locate back-of-house facilities and a M&E plant.

Nestled between CapitaSpring's office and service residence components is the iconic four-storey Green Oasis from Level 17 to 20. It offers technology-enabled shared amenities and social spaces for the community amidst 42,900 sq ft of landscaped area. Home to over 38,000 plants, the abundant greenery helps mitigate the urban heat island effect.

The Sky Garden on Level 51 features Singapore's highest urban farm, which has five themed gardens. These gardens, which span almost 5,000 sq ft, supply fresh produce to the F&B units in the building in a farm-to-table concept.

Other key environmental and social considerations in the design include the provision of ample naturally ventilated open spaces, extensive greenery (Green Plot Ratio of more than 14), an ultraviolet germicidal irradiation system and high-efficiency filters for better indoor air quality, contactless destination control system, integrated cycling connectivity, bicycle lots and end-of-trip facilities as well as electric vehicle parking and charging lots.

Designed by the esteemed Bjarke Ingels Group in collaboration with Carlo Ratti Associati, CapitaSpring features the following:

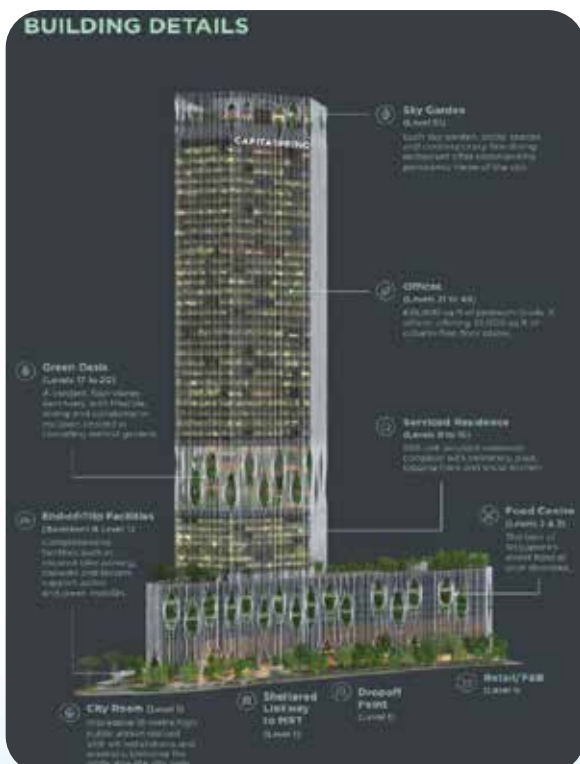


Image: Key Components of CapitaSpring



Image: The Green Oasis spirals through Level 17 to 20



Image: The Sky Garden at Level 51 features Singapore's highest urban farm

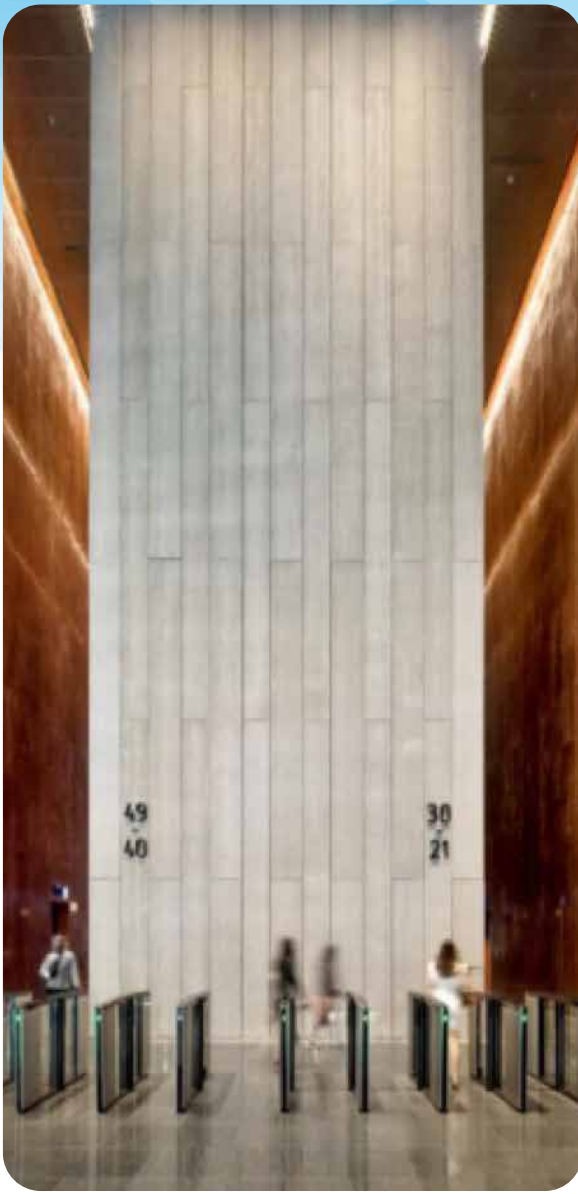


Image: Main Lift Lobby



Image: Citadines Raffles Place Singapore, the serviced residence component at CapitaSpring



Image: The hawker centre on Level 2 and 3 recreate the iconic Market Street Hawker Centre that previously occupied the site



Image: Building features and technologies such as facial recognition access and contactless destination control safeguard the health and safety of its occupants and the community

II. Execution

a. Background:

CapitaSpring is one of the tallest landmark iconic development jointly developed by CapitaLand (CapitaLand Investment Commercial Trust (CICT) & CapitaLand Development (CLD)) and Mitsubishi Estate Asia (MEA). A Management Committee (MC) comprising senior management was formed to oversee the development.

The main reasons for CapitaSpring's inception through the redevelopment of Golden Shoe Carpark were as follow:

1. To rejuvenate the Central Business District (CBD) of Singapore with an integrated development that provides Office, Retail, Serviced Residence and a Hawker Centre, creating a vertical city that offers work, live and play.
2. To create new green spaces by converting part of Market Street to a landscaped public park and enhance the hawker centre environment for hawkers and CBD workers.
3. To allow for greater pedestrianisation through the demolition of an approximately 1,000 carpark lot facility, in line with sustainable car-lite transport vision in the Singapore Green Plan 2030.
4. To provide modern Grade A office and amenities for work, live and play within the original CBD.
5. To enhance the Net Property Value by converting the transportation facility into an integrated commercial development and intensify the Gross Floor Area ("GFA") to 1,005,000 sq ft.

b. Early Authority Engagement

As the project is located at the centre of the CBD, the authorities were engaged at a very early stage. Requirements such as having accessibility from CapitaSpring to Raffles Place MRT Station, carpark provisions to keep the cityscape neat, and green mobility options such as a cycling network and end-of-trip facilities were discussed to find feasible ways of implementation.

Clarity in the requirements from the initial design and tender stages was essential to allow contractors to plan their resources and pricing accordingly.

c. Detail Procurement Planning for the Main Contract

The procurement of the main contract was conducted with shortlisted Main Contractors with a Price Quality Methodology (PQM) of tendering. This process was beneficial as it considers both price and non-price attributes to evaluate the construction tender. The framework optimises value by enabling the tenderer with highest combined PQM score to be selected for award.

The Procurement Method used was the REDAS Design and Build Form of Contract. There were both Nominated Subcontractor (NSC) contracts and direct contracts with the bulk of the scope under the Main Contract.

d. Forward Contract Works

Forward contract packages were called to facilitate forward planning and design for the main contract. These are:

1. Interim Hawker Centre (IHC) – The hawkers within the former Golden Shoe Hawker Centre could relocate to IHC without any down time to their business, while the Main Contract could commence immediately in 2017 after the relocation was completed.
2. Carpark façade Mock-up – Façade mock-ups were constructed to obtain authorities' approval on the design and interface for an evaluated car park.
3. Soil Investigation – Extensive soil investigation was conducted before the main contract tender to better understand the soil condition.

e. Setting up a Project Site Office

Establishing a Project Site Office adjacent to the project site proved to be a strategic decision made by the Project Management (PM) team, facilitating efficient collaboration and issue resolution among stakeholders. Close proximity to the project site ensured quick access for the Project Managers, consultants, and contractors, creating an environment conducive for effective communication and problem-solving.

f. Design Management and Technical Review

Having thorough design management and technical reviews are fundamental to establish a quality design that meets the design intent. A stringent tender design brief and timely design approval via MC's review of the mock-up are critical. A design management programme was established to be pegged to the master programme to ensure that the construction and implementation would meet the tender design intention.

g. Mock-ups/Prototypes

Mock-ups, prototypes, and factory visits contributed to the project's success by fostering clear communication, managing expectations, keeping timelines and ensuring compliance with design and quality standards.

The fabrication of various mock-ups at early stages of the project enabled the contractor to make necessary plans, obtain the MC's timely approvals and provide certainty on the approved design.

Prototypes helped aligning design expectations with regulatory authorities and stakeholders, especially in approvals for the elevated car park and design clarity, particularly for the toilet design and Green Oasis.

1. Mock-up Details:



- A. Car Park Façade Mock-up: Provided crucial insights into the scale and intricacies of the car park façade design and to secure Authorities' approval.



B. Landscape Mock-up: The landscape mock-up for Green Oasis allows design review and surface challenges in massive construction.

2. Factory Visits



A. Red Travertine Dry Lay: A dry lay was added to the red travertine to ensure quality turnout in meeting the required colour, tonality and vein match.



B. Timber Texture Board Form Glass Fiber Reinforced Concrete (GFRC) Panels: Inspection and mock-ups are essential to establish the buildability and quality of the Timber Texture Board Form GFRC Panels



C. Visit to façade Aluminium Fins' Factory: Offered an opportunity to comprehend the methodology of quality assurance and quality control (QAQC) in façade aluminium finishing, further ensuring adherence to design standards and specifications.

h. Risk Management and Workshops

As part of monthly reporting, the project team diligently tracked risk items that would significantly influence project outcomes. These items were identified through both historical insights and risk management workshops, covering a broad-spectrum of topics including authority, design, time, cost, and user risks.

i. Cost Management and Variation Tracking

Effective project management hinges on meticulous cost control and variation tracking, especially when aligning with investment objectives and budgetary constraints. Key steps in this process include:

1. **Detailed Budgeting:** Develop a comprehensive budget plan encompassing all anticipated project costs, covering materials, labour, equipment, and other expenses.
2. **Expense Tracking:** Maintain diligent tracking of expenses throughout the project lifecycle. Regularly compare actual costs against budgeted amounts, identifying any deviations and taking corrective action as necessary.
3. **Scope Management:** Manage variations or changes to the project scope rigorously to control costs. Assess proposed changes thoroughly for their impact on budget and timeline before approval. Consult stakeholders, including users and contractors, to ensure modifications align with project objectives and constraints.
4. **Communication and Documentation:** Ensure transparent communication and documentation of all changes. Properly authorise, document, and communicate any adjustments to relevant stakeholders to maintain accountability and transparency, minimising misunderstandings.
5. **Regular Meetings and Discussions:** Foster open lines of communication with contractors through regular meetings and discussions. Implementing robust cost management practices and diligently tracking variations enables project teams to optimise resource allocation, mitigate risks, and enhance the likelihood of delivering the project within budget and on schedule.

j. Project Progress

To adhere to project timelines throughout each phase, a rigorous system for monitoring project progress was established. This involved receiving daily reports from site staff, conducting weekly internal discussions with project managers, providing regular updates, and conducting frequent site walks with contractors. Procurement items and authority approvals were closely monitored as well.

k. Enhancing Safety Standards on Project Site

Safety is a core aspect of project management. A safety committee, chaired by the Project Director (PD), was established to oversee safety measures on the project site. The committee consisted of senior members from the contractor's teams, key subcontractors, and the project's Quality Personnel (QP). Additionally, an external safety consultant and their team were appointed, with a full-time presence onsite, surpassing regulatory requirements. Initiatives that were implemented with the contractors and consultants to enhance the safety culture at the project site include regular meetings to discuss safety protocols and address emerging concerns, additional on-site support from external safety consultants, weekly safety site walk, and proactive measures to identify hazards early.

III. Key Challenges

a. Technical Challenges – CapitaSpring is located on the site at the junction of Kallang and Fort Canning Boulder Formation that is filled with poor soil conditions with Marine Clay filled with floating boulders and existing steel piles. Furthermore, there are a lot of old buildings around the premises.

1. Such conditions created great difficulty during the piling and sub-structural construction stage and resulted in slow construction progress.
 - i. Despite five heavy duty piling rigs mobilised within a 65,700 sq ft site, the piling rigs were unable to bore through the floating boulders that would spin within the marine clay. Unique methodology is required to be established to overcome the issue.
 - ii. The piling was obstructed by existing steel piles 40 to 50m deep into the ground as the existing steel piles were bent. Slow and delicate boring process was required to overcome the issue or alternative bore holes had to be located.
2. The main contractor encountered excessive marine clay in the bored pile head concrete, compromising its integrity and support for the temporary king post. As a result, they had to underpin the top-down structure, hack away the contaminated pile head, and rebuild it to restore proper support for the king post, as well as the corewall in permanent stage.

b. Working in the middle of the CBD presented unique challenges for construction projects. Material transportation and coordination of deliveries required careful navigation through congested streets to minimise disruption to traffic flow.

Sensitive construction activities, such as the casting of thick raft foundation or the launching of long column, demanded precise timing and execution. Due to limited allowable hours for these tasks, accurate scheduling was necessary to ensure these were completed efficiently within the designated time frame. Additionally, adhering to noise and activity restrictions in densely populated areas was crucial in order not to cause inconvenience to neighboring businesses and residents.

c. Building a vertical community within a small site area – CapitaSpring is one of the tallest buildings in the CBD, with 1,005,000 sq ft of GFA, to be built within a confined site of 65,700 sq ft. The challenges of constructing a vertical community include:

1. **Master Programme Planning:** Managing critical path areas while allowing other sections to progress in sequence, allocating space efficiently for construction activities, site storage, and facilities.
2. **Site Preliminary Plan:** Determining the layout for passage, material hoists, and cranes is essential for smooth operations.

3. **Structural Completion:** The timely completion of structural topping up through coordination and scheduling, especially for the M&E plant room.
 4. **Flight Path and Height Restrictions:** Being within the flight path and potentially exceeding height limits with tower cranes present regulatory challenges. Approvals from relevant authorities such as Republic of Singapore Air Force (RSAF) and Civil Aviation Authority of Singapore (CAAS) to operate above allowable airspace limits had to be obtained for compliance and safety.
- d. Addressing the Financial Challenge associated with Development Cost**
1. **Seamless Connectivity to Raffles Place MRT Station:** Original consideration was to build an Underpass Network (UPN) connecting to the MRT station. Numerous studies were conducted, and the construction cost was significantly high due to the challenges associated with services diversion, ground conditions, tunneling method and tight working spaces. Alternative connectivity solutions such as sheltered linkways were explored to meet the accessibility goals at a lower cost.
 2. **Basement Carpark Costs in Poor Soil Conditions:** Authorities had required car parks to be in the basement to maintain city aesthetics. However, due to poor soil conditions, a basement carpark would incur extensive costs. By providing a full-scale mock-up of an alternative elevated car parking option, concerns about the basement carpark were addressed.
 3. **Efficiency of Net Leasable Area with Smart Corewall Design:** In collaboration with architects and structural engineers, a smart corewall design to optimise space utilisation and enhance the efficiency of the net leasable area was developed.
- e. Timeline Consideration**
1. There were timeline challenges in handing over the premises in time to the tenants due to Covid-19 delays.
 2. There were foundation and sub structural delays to completing the core structure of the skyscraper, which required re-evaluating the structural cast sequencing and cycle to increase efficiency.
- f. Covid-19 Impact on CapitaSpring Project:**
The Covid-19 pandemic impacted the development of CapitaSpring during its peak construction phase. The team navigated through the challenges in the following ways:
1. **Leadership during Uncertainty:** The PD showed leadership by being among the first to return to the office and site, implementing safety protocols swiftly to safeguard all parties involved.
 2. **Commitment Amidst Adversity:** The PM team displayed remarkable dedication by voluntarily remaining separated from their families to ensure the project's progress.
 3. **Timeline Challenges:** Proactive innovative construction sequencing and workforce requirement management amidst concurrent structural, façade, and interior design activities to reduce impact on construction timeline.
 4. **Supply Chain Disruptions:** Disruptions in material supply chains, particularly from China, Europe, and Malaysia were monitored and alternative sourcing options were explored to mitigate delays.
 5. **Collaborative Problem-Solving:** Effective collaboration between CapitaLand and the main contractor facilitated the seamless transition of project management responsibilities, even in the face of subcontractor liquidation.
- g. Installation complexities** arose with the introduction of Red Pigmented GRFC panels. Due to the weight of the panels, innovative solutions were required to overcome lifting difficulties. Similarly, challenges in vertical transportation up to the Green Oasis demanded meticulous planning and execution.
- h. Balancing Priorities for constructing a 280m tall tower:** Managing competing priorities across structural, M&E, façade, GRFC panels, and landscaping while optimising tower crane utilisation proved to be a delicate balancing act. Strategic decision-making was crucial to ensure project milestones were met.
- i. Procurement disruptions for materials from overseas:** Red Travertine shortages from China required proactive sourcing strategies to secure alternative suppliers or alternative materials. The scale of use of this material was also reduced, demonstrating the project team's adaptability in the face of supply chain disruptions.

IV. Innovation

Innovation in Project and Design Management

There were three main innovative approaches adopted in project and design management for CapitaSpring.

Firstly, Building Information Modelling (BIM) was used comprehensively throughout all project phases, particularly for addressing the intricate geometry of Green Oasis. This was further supplemented by having QR code identification for GFRC panels and Timber Board form Concrete Panels. Throughout the building, studies on Tree Planting lux levels, Thermal Comfort, and Wind-Driven Rain were also conducted.

In addition, a suitable Fire Safety Strategy to meet Authority requirements had to be devised, taking into consideration several unique features such as the spiral structure of the Green Oasis. To optimise escape distance requirements, a Roof-Top fire escape strategy was formulated as well.

To enhance efficiency, a GFA Optimisation Strategy looked into exclusions for GFA related to publicly accessible spaces within the Green Oasis and M&E Plant rooms situated below the rooftop garden and podium roof garden.

Managing Innovation in Projects

The project integrated various Integrated Design Delivery (IDD) strategies and leveraged advanced technologies in the development process, such as drone and virtual reality software, a streamlined Common Data Environment for communication and progress tracking, and use of 4D, 5D, and 6D BIM for project management and lifecycle optimisation.

To enhance project efficiency, a jump lift for the vertical tower was utilised. M&E prefabrication, particularly for horizontal infrastructure within the Office and Serviced Residence areas, features repetition and prefabricated M&E plant rooms.



A. Pre-fabricated M&E Modulation

B. Implemented Technologies

Cutting-edge technology is also implemented to create a future-oriented workplace, including facial recognition, destination control lifts, smart lockers at bicycle stations, a car-finding system, clean robots, and digital artwork.

V. Project Success

Despite the impact from Covid-19, the project was completed within approved budget, and investment target dates to open were achieved in three phases. The project has achieved a high 93% of the office occupancy commitment at the Project Completion. The serviced residence component sees an average daily occupancy rate of 80 to 90%.

The Project has achieved numerous accolades including:

1. President's Design Award Singapore
2. Council of Tall Building and Urban Habitat (Best Tall Building, Asia)
3. Council of Tall Building and Urban Habitat (Best Tall Building, by Height Category)
4. Urban Land Institute Asia Pacific Award for Excellence
5. World Architecture Festival Award & Insides Awards (Finalist)
6. MIPIM Asia (Silver for Best Mix Use Development)
7. ARCHDAILY Building of the Year
8. BCA Green Mark Platinum
9. BCA Universal Design Gold- Plus
10. ACES Design Excellence
11. Singapore Landscape Architecture (SILA)
12. Landscape Architecture Award (Asia- Pacific Region)
13. DFA Design for Asia Award
14. Structural Steel Excellence Award (Steel Structural of the Year)

PAST EVENTS 2023-2024

Book Launch – Construction Arbitration by Mr Chow Kok Fong

Newsletter of the Society of Project Managers, Singapore www.sprojm.org.sg

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The book launch by Mr Chow Kok Fong was held at JW Marriot at South Beach on 17 Nov 2023. It was attended by more than 150 practitioners, lawyers, Judges and invited guests.

Mr Chow, a seasoned writer, published more than 20 books so far. He sets aside time each Saturday to do his writing after walking his 20,000 steps to keep both mind and body fit.

The Seminar & Book Launch of "Construction Arbitration" gave audience insights of how Mr Chow addresses practical and pragmatic challenges in Arbitration, whether it is resolving the difference between quantum and cost, or, the approach to

challenges issues in complex construction cases. Mr Chow's systematic approach gives insights to how he thinks when approaching such challenges. These are pearls of wisdom for practitioners in the industry.

The seminar that followed discussed the practical issues on dealing with experts and managing documents in the construction Arbitration.

Kirin (Dentons) discussed downsizing voluminous and convoluted documents, digitally storing them and equipped with data security. There is an element of good indexing for fast and accurate data extraction. Edwin (Elden Law) discussed getting good lawyers and not to cap the fees of lawyers else good support would not be given. On the issue of engaging experts, Chien Mien

(A&G) mentioned the need for independence of good and reliable experts that are not bias. Ian (Wong P) also emphasized that both Counsel and Experts have to be well prepared in all aspects else opposing Counsel will "crucify" the opposing parties and experts. He further elaborated that the Experts should not come to conclusions in their expert reports and statements, but rather, be objective of the evidence before the expert.



Generally, the speakers also commented that Lawyer fee agreements may provide for an "uplift" that is agreed upfront and not pegged to a "contract sum" sort of an arrangement. Certainly the no win-no fee arrangement is discouraged.

The seminar session ended off with a Panel discussion with questions directed to Mr Chow on how he would choose good experts and choose on the various ways to get value from the Experts and to spend their time effectively in the preparation, reports and the like. For instance, there is the Expert led Hot-Tubbing, Tribunal Let Hot-Tubbing and Counsel Led Hot-Tubbing and each have their own advantages and disadvantages. Rather than concentrate on the expert themselves, lawyers

should get value out of the experts on their opinions and knowledge.

We look forward to Mr Chow's next book launch and seminar session.

PM Social Event: Brewing Bonds



The Social Events Committee chaired by Lim Eng Boon and his team organized a very well attended event on 24 April 2024 at the BCA Academy. The objective of this event was to foster SPM's community spirit and create awareness amongst Non-SPM Members about the SPM, its objectives and the opportunities for career advancement.

The event was carefully organized by the Committee with delicious food which offered a chance for all guests to mingle and network. The ice breakers were fun and engaging so that all attendees had an enjoyable time. Underlying this was the message that the SPM wants to bring in for new like-minded members to join SPM.

The event was well attended by both SPM members as well as their invited Guests. SPM President Bernard Ho shared the objectives of SPM, the assistance that would be given for interested members to join SPM in terms of their applications. He also spoke on upcoming events such as the Social Golf Event as well as the Annual Dinner, both of which are becoming Milestone Events in the calendar of the Built Environment Fraternity.

SPM engagement with BCA and URA on CORENET X



BCA and URA met the SPM Management Council on 27th May 2024 at the BCA Braddell Campus. The objective of the session was to understand first hand the objectives of CORENET X and the impact to Project Managers in their planning of new and ongoing projects. The key objective of CORENET X is to make the industry more productive by digital adoption and strengthening close collaboration amongst the stakeholders early in the construction process.

Er. Clement Tseng (Group Director, BCA) and Ms. Goh Chin Chin (Group Director, URA) explained that CORENET X is a co-creation effort led by BCA and URA in close collaboration with regulatory agencies, leading built environment professionals, firms and Trade Associations and Chambers (TACs). CORENET X transforms the current regulatory landscape and practices through adoption of BIM technologies and collaborative workflows. In consultation with other regulatory agencies as well as all the key BE players, including consultants, developers and contractors, they released the first version of the CORENET X Code of Practice (COP) to guide industry on the information required across the key submission gateways under CORENET X, from the pre-application phase all the way to obtaining TOP/CSC.

BCA and URA highlighted some of the key dates that the industry needs to be aware of. From June 2024 onwards, CORENET X will be open to industry for submissions on a voluntary basis. It will then be mandatory for all new projects from 1st April 2025, and existing projects will be onboarded from 1st Half 2026. There are currently 6 ongoing pilot projects and feedback from these will be evaluated to refine the process further. Under the new regulatory approval process of CORENET X, industry will now have to collaborate upfront and prepare a coordinated submission for approval unlike the current method of separate submissions. All CORENET X submissions will have to be prepared in accordance with the requirements and processes stated in the COP. Upon submission, agencies will review the submission collectively and provide a single consolidated response to the project team. In addition, CORENET X will provide all project members greater transparency on the project submission status.

In order for industry to be prepared, they are encouraged to start preparation early by attending CORENET X training courses, familiarising with the COP and taking part in voluntary submissions. More information can be found on the CORENET X website (www.go.gov.sg/cx). Other areas to be strengthened is the quality of BIM resources within each firm.

The SPM will organize a follow up webinar on this topic to create better awareness and reach. SPM would like to place its appreciation to both BCA and URA for this engaging session.

4th SPM GOLF TOURNAMENT

The 4th SPM Golf Tournament was held on 01st August 2024 at Sentosa Golf Club. It was well attended by 144 participants. They had great weather for a very pleasant day of golfing and fellowship, and it was rounded off by a well attended dinner and enjoyed by all.



WEBINARS

Newsletter of the Society of Project Managers, Singapore www.sprojm.org.sg

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The SPM council organizes webinars coordinated by Mr Sik Wee Teng and his team, by eminent practitioners of their respective fields who share their expertise.

SIAC Arbitrations by Ms Yvonne Foo held on 31st January 2024

The draft 7th Edition SIAC Rules was circulated for public consultation in August 2023. Amongst the new mechanisms and provisions, there are a significant number which aim for a faster resolution of disputes. The webinar discussed the various issues such as dispute resolutions, impact to construction arbitrations as well as new mechanisms proposed in the draft.

Using Mediation to Resolve Disputes Fairly and Efficiently by Aloysius Goh held on 20th March 2024

This seminar enlightened participants on the myths and misconceptions about mediation. Participants learnt how to prepare smart for mediations and choose the right mediators and convert the mediated settled agreements into court orders or arbitral awards.

Managing Construction Defects – Legal insights and practical tips by Kelvin Kek held on 26th April 2024

The seminar helped participants better understand defects and their consequences, including how Courts looked at quantification of damages. Participants were provided with practical tips on managing defects during Defects Liability Period, including the nature of “without prejudice” communications.

Rethinking Contracting: A collaborative approach for competitive edge by Mr Clive Poh, Ms Xylia Chen, Dr Calvin Yeung, Mr Eugene De Rozario held on 24th May 2024

The presentation focused on industry efforts in pushing the frontiers in collaborative contracting (CC) in Singapore's Built Environment sector and tips for firms to start their CC journey.

Play your cards right: Winning in Construction Disputes and Rescuing Projects in Distress: The Benefits of Court-assisted Restructuring by Ms Danna Er & Mr Imran Rahim held on 27th June 2024

In this two part seminar, the presentation focused on the common issues which parties should watch out for to be in the driving seat in a construction dispute and when matters have reached a point of insolvency, how to rescue projects in distress with an understanding of the benefits of Court-assisted restructuring.

Sharing on Johor Singapore Rapid Transport System (RTS) by Mr Egwin Law and Ms Alicia Tan held on 26th July 2024

The Johor Singapore Rapid Transit System (RTS) link is a 4-kilometre rail shuttle service between the Singapore terminus at Woodlands North station and the Malaysia terminus at Bukit Chagar station in Johor Bahru, with a capacity of up to 10,000 passengers per hour in each direction. The speakers shared some of the challenges faced for the project.

Sharing on workers productivity and well being by Mr Nitta Satoru held on 26th July 2024

After Covid, there are many new workers coming to Singapore and they may not have the practical skillset or site experience as they may not have prior construction experience before coming to Singapore. The Speaker shared on the challenges as well as measures taken to improve productivity and the well-being of our workers.

Project Managers Duties and Obligations - A regulatory overview of the Building Control Act and the Workplace Safety and Health Act with Case Studies held on 05th September 2024 by Mr Deya Dube

This talk provided Project Managers with a key insight into the functioning of these Acts and impact on projects, so that the Project Manager as a key player in Built Environment Projects can lead their projects to successful completion.



October 2024

Art of War by Looi Ming Ming

November 2024

Corenet X - Project Management Perspective