



Society of  
Project  
Managers  
Singapore

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## SPM Webinar Series 2025/03

### Why Construction Projects are Chronically Late The Role of Programme Planning

**Speaker :**

**Mr Low Pak Sing  
Mr Chua Buck Hong**

**Date : 24 April 2025**

**Time : 3.30pm to 6pm**

**Mode : Zoom**

**Who Should Attend :**

**Developers, Project Managers,  
Architects, Engineers, Quantity  
Surveyors, Contract Managers and  
Contractors.**

**Fee :**

**SPM Members : S\$30 nett**

**Non-SPM Members : S\$40 nett**

**Attendees will be awarded 4 CPD points  
by SPM**



**Mr Low Pak Seng**

**Director  
BLL Consultants**

With over 35 years of project management experience, Low Pak Sing specializes in complex coordination, programme planning, and control across a diverse portfolio of major infrastructure projects. His expertise spans sports facilities, airports, residential and commercial high-rises, rail depots and stations, tunnels, and roads.

Renowned for his ability to develop practical and effective schedules, Pak Sing has successfully navigated the complexities of projects such as Universal Studios Singapore and the Jalan Gali Batu Depot. Notably, his "Egypt Zone Programme" for Universal Studios was recognized as a benchmark by senior leadership in RWS Phase 1. He also played a pivotal role in developing the foundational Level 1 and Level 2 schedules for the Changi Airport Terminal 5 mega-project, providing critical guidance to the Changi East team.

#### Synopsis

Construction projects have a notorious reputation for overrunning deadlines and budgets. While various factors contribute to this issue, the absence of robust program planning is a primary culprit.

The Problem are caused by (a) inaccurate estimates (optimistic timelines & budgets), (b) flawed initial program (lack of effort), ('c) outdated program (not reflecting reality) (d) scope creep (adding extra work), ('e) poor communication among stakeholders and (f) Lack of risk management

Program planning is a systematic approach to break down the project, assign resources, and set a realistic timeline. Benefits include (a) clear program specifications in tender documents, (b) experienced planners for quality program ('c) using the right program tool such as Primavera P6, (d) realistic scheduling considering all phases and limitations ('e) risk mitigation strategies to minimize disruptions, (f) resource allocation to prevent delays, (g) monitoring and control for tracking progress, (h) communication tool for a shared understanding.

Program planning is crucial, and to be augmented by other practices such as (a) detailed cost and time estimates, (b) change management process to control scope creep, (c') contingency plans for potential challenges, (d) open and transparent communication and (e') strong project management leadership.

Prioritizing program planning and these complementary strategies can significantly improve project success rates.



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**Mr Chua Buck Hong**

**Assitant Vice Presient  
(Project Control)  
CES\_SDC**

With over 25 years of expertise in project scheduling and control, Chua Buck Hong specializes in interface management, programme planning, and control across a diverse portfolio of major developments. His experience spans mixed-use developments, airports, theme parks, casinos, MRT stations, and water treatment plants.

Buck Hong has played a crucial role in the successful delivery of numerous iconic mega-projects, most notably the Raffles City Chongqing, a landmark development. His proven track record includes significant contributions to Universal Studios Singapore, the MC06 Marine Life Park project at Resorts World Sentosa, and the Casino, Retail, and Theatre components of Marina Bay Sands. He was also involved with the early stages of Changi Terminal 5.

Notable Projects: Raffles City Chongqing, Universal Studios Singapore, MC06 Marine Life Park, Equarius Hotel, SEA Aquarium, Adventure Cove, Beach Villas, Espa, Changi Terminal 5, Marina Bay Sands Casino, Retail Podium and Theatres and Tuas Water Reclamation Plant – C4A

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**The Society of Project Managers (SPM) is an association of professionals, primarily of the construction industry, with a common interest of promoting and developing the science and art of project management. It promotes and propagates sound managerial, technical and commercial practices relating to the project management profession with the view of enhancing the quality of professional functions undertaken by members of the Society.**

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2. Bank transfer to DBS Current Account: 001 0540840
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