SUMMARY

The Main Upgrading Programme was launched by Prime Minister Goh Chok Tong on 6 March 1992. It was initiated to upgrade existing old HDB estates so that the physical environments and facilities would be brought to the current standards of HDB new towns such as Bishan or Pasir Ris.

There were six precincts in the demonstration phase of the upgrading programme, namely, Marine Parade, Telok Blangah, Kim Keat, Lorong Lew Lian, Ang Mo Kio and Clementi.

The scope of upgrading works included improvement within the flat, improvement within the block and improvement within the precinct.

As upgrading works were carried out with residents living in their flats, efficient project management was of primary importance. The HDB and the upgrading contractor each had a project management team on site to supervise the works. Public Relations also played a vital role between the residents and the site staff. Security and safety measures were taken to ensure the safety of the residents during the upgrading works.

The main contractor for the Upgrading Precinct at Marine Parade was Takenaka-Semtec JV. The contract sum was $66.9 million, and the contract period was from 8 February 1993 to 7 June 1995.
Takenaka-Semtec JV had established project policies, and had introduced construction innovation in the upgrading works. They also applied "just-in-time" and "right first time" approaches to try to achieve zero defect.

However, three major factors affected the timely completion of the upgrading works. Firstly, variation works owing to design changes required additional time to complete the works. Secondly, defective works or works with poor workmanship needed time to rectify. Thirdly, the residents' changes of schedules or the contractor's failure to adhere to the schedules also upset the original plans of works.

With the experience gained through the upgrading projects in the demonstration phase, it is hoped that delay in the completion of upgrading works will be minimised.