SINGAPORE QUALITY AWARD
for business excellence
2013 WINNER

BCA SHAPING

A Future-Ready Built Environment

SQA Executive Summary

Building and Construction Authority

We shape a **safe**, **high quality**, **sustainable** and **friendly** built environment.

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FOREWORD

The Building and Construction Authority (BCA) is honoured to receive the prestigious Singapore Quality Award (SQA). This is indeed a key milestone in our journey towards organisational excellence. The Award is a strong testament to the commitment, passion and hard work of our partners, stakeholders and staff in future-proofing our built environment to meet the needs of Singaporeans.

BCA is not a typical building authority; we go beyond what many building authorities in other parts of the world do. Besides regulating building safety, we also champion excellence in quality and productivity, environmental sustainability and user-friendliness to 'future-proof' our built environment for Singaporeans.

The SQA Journey has been invaluable in helping us build a resilient BCA DNA in tackling challenges. Guided by the SQA Framework, BCA has laid a solid foundation by building a strong culture that strives towards innovation, service, people and CSR excellence.

BCA has been tapping on technology to improve its work processes and increase productivity for its stakeholders. In as early as 2001, BCA took the lead to work with 15 other regulatory authorities in developing and launching the Construction and Real Estate NETwork (CORENET) electronic submission system. This helped to elevate the built environment sector's use of IT as a whole and has provided an unparalleled level of convenience and seamless connectivity in the plan submission and approval process for all stakeholders in the built environment sector.

In engaging our stakeholders, BCA adopts a customer-centric approach. We actively involve and gather feedback from the public and industry when formulating policies and strategies. We also continually benchmark our key strategies and processes against international and local best practices.

I would like to express my appreciation to everyone in BCA, our customers, partners and suppliers for the contribution, hard work and commitment in developing Singapore into what it is today.

The SQA journey is not just about winning awards. Embarking on the SQA journey enables us to progressively attain higher standards and transform ourselves into an organisation of excellence that all of us can be proud of. We will continue to strive towards greater heights of organisational excellence and making our built environment future-ready.

Dr John Keung
Chief Executive Officer
Building and Construction Authority

BCA's VISION, MISSION AND STRATEGIC THRUSTS

VISION : A Future-Ready Built Environment for Singapore

MISSION : We shape a safe, high quality, sustainable and friendly built environment

KEY MILESTONES

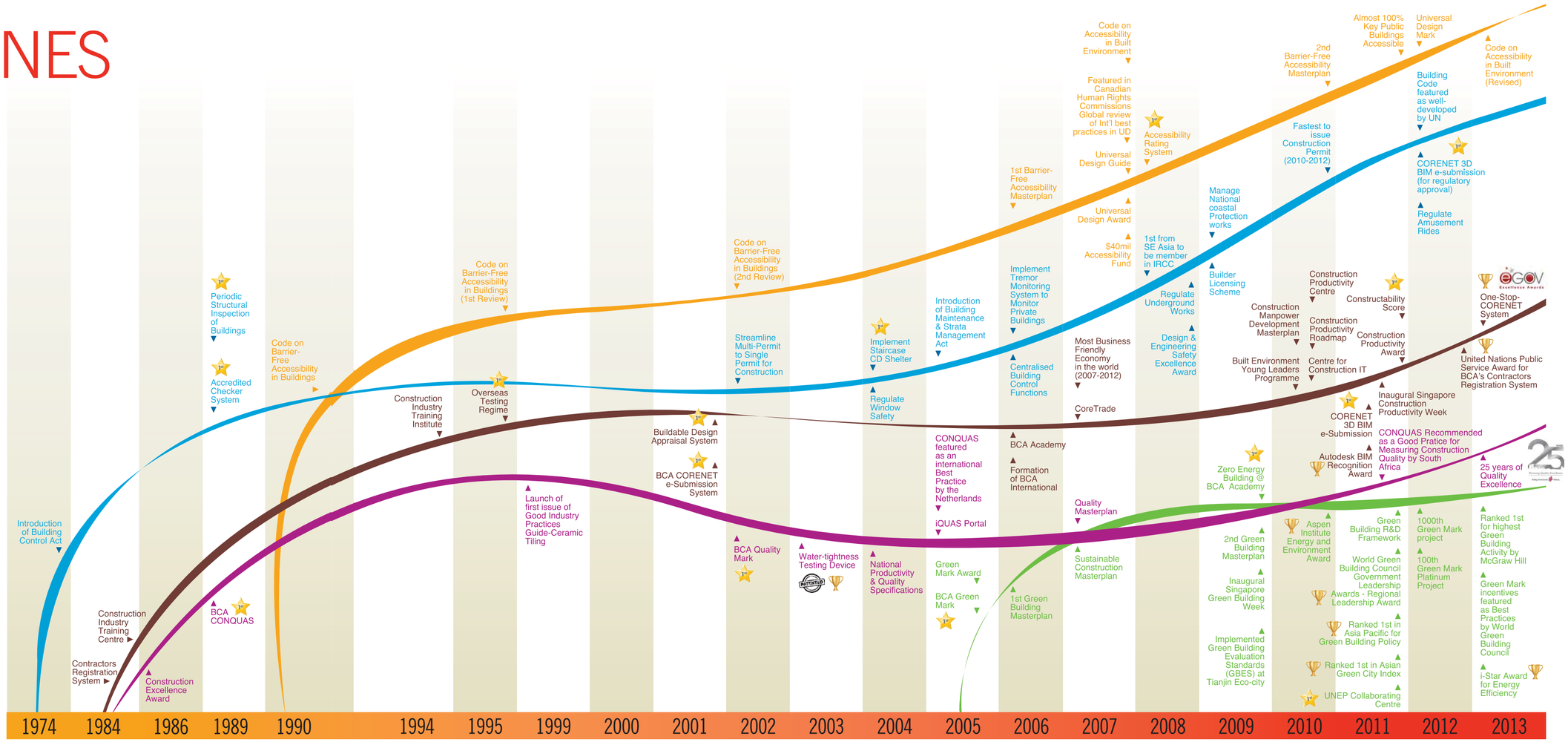
Safety Wave
1974 – Introduction of the Building Control Act
Repealed the Local Government (Building) Regulations
1989 – 1st in the World - Accredited Checker System / Periodic Structural Inspection of Buildings
2004 – 1st in the World - Staircase CD Shelter
2008 – 1st from South East Asia in the Inter-Jurisdictional Regulatory Collaboration Committee (IRCC)
2011 – 1st in the World – CORENET 3D BIM e-submission (for regulatory approval)

Quality Wave
1989 – 1st in the World – BCA CONQUAS
2002 – 1st in the World – BCA Quality Mark
2003 – Water-tightness Testing Device – Patented & The Enterprise Challenge Shield
2007 – 1st Quality Masterplan
2013 – 25 years of Quality Excellence

Universal Design Wave
1990 – Code on Barrier-Free Accessibility in Buildings
2006 – 1st Barrier-Free Accessibility Masterplan
2007 – Formation of Ministerial Committee on Ageing (MCA)
Code on Accessibility in the Built Environment
2008 – 1st in South East Asia – Accessibility Rating System
2010 – 2nd Barrier-Free Accessibility Masterplan
2013 – Code on Accessibility in the Built Environment (Revised)

Green Wave
2005 – 1st in the World for the Tropics – BCA Green Mark
2006 – 1st Green Building Masterplan
2007 – 1st Sustainable Construction Masterplan
2008 – Formation of the Inter-Ministerial Committee for Sustainable Development (IMCSD)
2009 – 2nd Green Building Masterplan
1st in South East Asia – Zero Energy Building@BCA Academy
2010 – Aspen Institute Energy and Environment Award
IES Prestigious Engineering Achievement Award for ZEB
2011 – Green Building R&D Framework
World Green Building Council Government Leadership Award – Regional Leadership Award
Ranked 1st in Asia Pacific for Green Building Policy
Ranked 1st in Asian Green City Index
Minister for National Development's R&D Award
2013 – Ranked 1st for highest Green Building Activity by McGraw Hill

Lead & Transform Wave
1995 – 1st in the World – Overseas Testing Regime
2001 – 1st in the World – Buildable Design Appraisal System
1st in the World – BCA CORENET e-Submission System
2009 – Construction Manpower Development Masterplan
2010 – Formation of the National Productivity and Continuing Education Council (NPCEC)
Construction Productivity Roadmap
2011 – Building Information Modelling Roadmap
1st in the World – CORENET 3D BIM e-Submission
Autodesk BIM Recognition Award
1st in the World – Constructability Score
2012 – United Nations Public Service Award for BCA's Contractors Registration System
2013 – eGov Excellence Award for Shared Systems & Services – One-Stop CORENET System



ORGANISATIONAL PROFILE

"… we are impressed with the **quick, visionary and pragmatic response** BCA has demonstrated in the last year… the momentum we see in the BCA combined with the collaboration between government departments and industry is impressive. **The clarity of regulatory requirements combined with fiscal incentives is to be commended**."

Ms Maria Atkinson
Global Head of Sustainability
Lend Lease
2009

"Your institutions outstanding achievement has **demonstrated excellence in serving the public interest** and I am confident it has made a **significant contribution to the improvement of public administration** in your country. Indeed, it will serve as an inspiration and encouragement for others working for public service."

Ms Qian Haiyan
Director, Division of Public Administration
& Development Management, United Nations
2012

"Singapore's building code is **well-developed** compared to many developed countries …."

United Nations Economic & Social Commission for Asia Pacific 2012

ORGANISATIONAL PROFILE

ORGANISATIONAL DESCRIPTION

ORGANISATIONAL ENVIRONMENT

Organisation's purpose, vision and values.

The ***Building and Construction Authority (BCA)*** is an agency under the Ministry of National Development (MND). ***We champion the development of a future-ready built environment for Singapore***, where built environment refers to buildings, infrastructure and structures in our surroundings that provide the setting for economic and community activities.

VISION, MISSION AND CORE VALUES

BCA's vision is to develop "a future-ready built environment for Singapore, which is presently defined as one that is ***Safe, High Quality, Sustainable and Friendly in BCA's Mission***.

Figure 1: BCA's Vision, Mission and Strategic Thrusts

The DNA of BCA

BCA's DNA is defined in the three horizontal StrategicThrusts and its Core Values.

Firstly, BCA's Strategic Thrust on ***Caring and Innovative Organisation*** encapsulates its strive towards innovation, service, people and CSR excellence. BCA's strive towards organisation excellence is underscored by its ***Core Values of "We Care", "We Dare", and "We Can"***.

In delivering a future-ready built environment for Singapore, BCA ***creates an Advanced and Productive Built Environment Sector*** through ***Forging Effective Partnerships with Stakeholders***. This goes beyond the traditional roles of building authorities in other countries which tend to focus on their regulatory functions.

Together, ***these three Thrusts form the DNA of BCA in delivering its Mission and Vision***, the bedrock upon which it firmly relies in tackling the challenges of the built environment.

STRATEGIC THRUSTS

BCA put in place five strategic thrusts to champion the development of a future-ready built environment for Singapore.

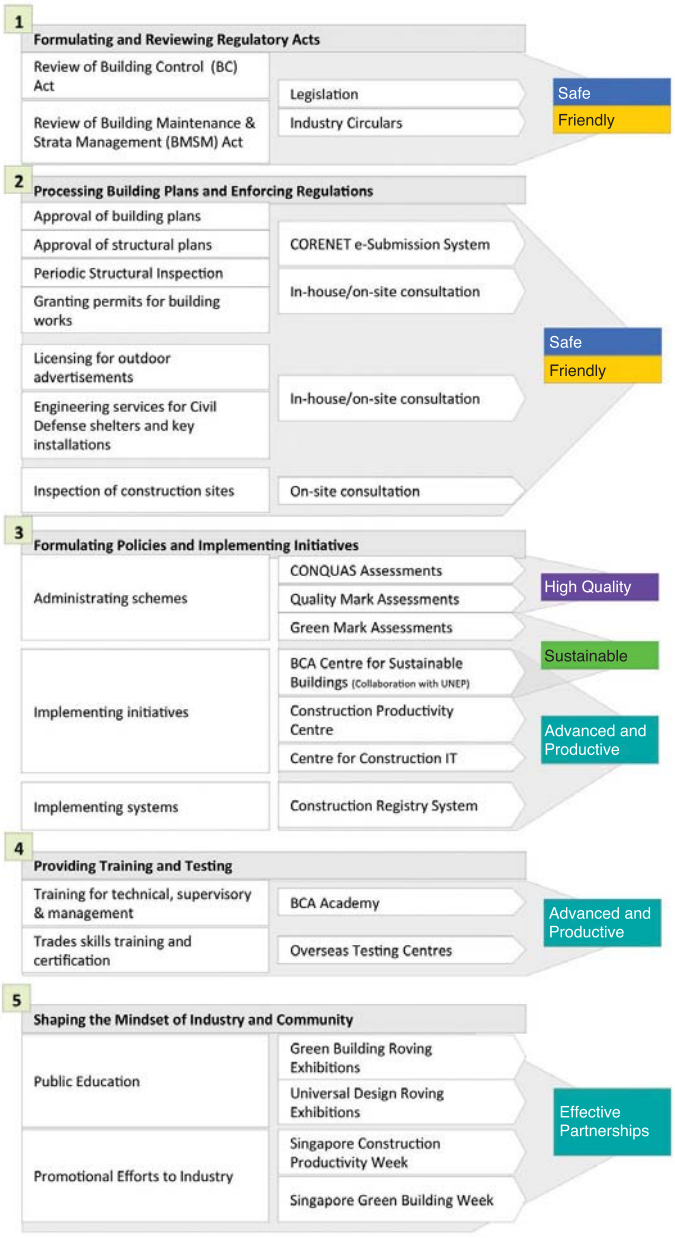
ST 1	**A Caring and Innovative Organisation** Caring for our people, the community and the environment with a spirit of innovation, good governance and service excellence in all that we do.
ST 2	**A Safe and High Quality Built Environment** Ensuring high safety standards and promoting quality excellence in the built environment.
ST 3	**A Friendly and Sustainable Built Environment** Championing an inclusive and sustainable built environment for people of all ages, abilities and needs.
ST 4	**An Advanced and Productive Built Environment Sector** Leading the transformation of the built environment sector through: 1) The development of a highly competent professional workforce, 2) The adoption of productive and game-changing technologies, and 3) The promotion of the sector's niche expertise overseas
ST 5	**Effective Partnerships with Our Stakeholders** Forging partnerships with stakeholders and the community to build a future-ready built environment for Singapore together.

Organisation's main products and services and how are these delivered to customers.

KEY PRODUCTS AND SERVICES

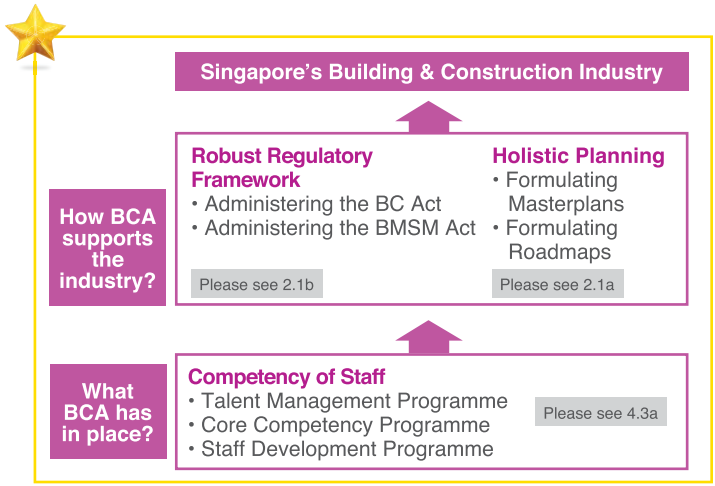
BCA's key products and services in the areas of its four Pillars, and how these are delivered to its customers are listed in Figure 2.

Figure 2: BCA's key products and services, and associated delivery mechanisms



Core competencies of the organisation.

CORE ORGANISATIONAL COMPETENCIES



Core Competency 1 – Holistic Long-term Planning

BCA's forte is in holistic long-term planning through the formulation of ***Masterplans and Roadmaps*** in collaboration with the industry to chart our work going forward.

AN ARSENAL OF MASTERPLANS & ROADMAPS

The myriad of Masterplans and Roadmaps that BCA has formulated over the years to drive its Strategic Thrusts is as follows:

High Quality
- Quality Masterplan

Environmental Sustainability
- Green Building Masterplan
- Sustainable Construction Masterplan
- Green Building R&D Framework

Friendly
- Accessibility Masterplan

Advanced and Productive Built Environment Sector
- Construction Productivity Roadmap
- Building Information Modeling (BIM) Roadmap
- Construction Manpower Development Masterplan

Core Competency 2 – Robust Regulatory Framework

BCA has a robust regulatory framework that is reviewed regularly. Key legislations under BCA's purview include the ***Building Control (BC) Act*** and the ***Building Maintenance and Strata Management (BMSM) Act***. This framework ensures building safety in Singapore, which is mission critical to BCA.

Core Competency 3 – Competent Staff

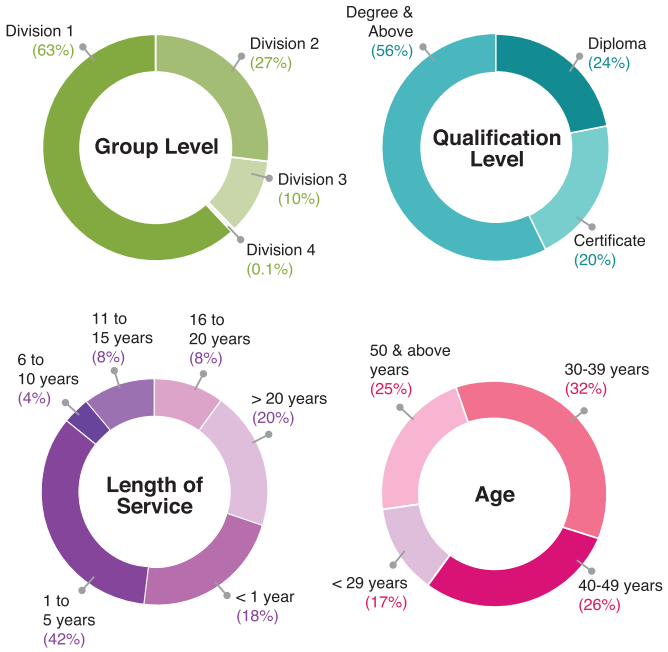
BCA has put in place a comprehensive Human Capital Development Framework, which comprises the ***Talent Management Programme, Core Competency Programme***, and ***Staff Development Programme*** to support BCA's vision and mission.

Employee profile, including number, type, educational level, etc.

EMPLOYEE PROFILE

BCA has a ***staff strength of about 950***, as at end 2013. Professionals, Managerial, Executive and technical (PMET) officers (Division 1 and 2) make up almost 90% of the staff population. In terms of qualifications, about 80% of our employees are degree or diploma holders (see Figure 3).

Figure 3: Breakdown of employee profile



Major equipment, facilities and technologies used.

SETUP, FACILITIES AND TECHNOLOGIES

To support the Masterplans and Roadmaps, we have invested substantially in critical setup, facilities and technologies (Figure 4).

Figure 4: List of critical setup, facilities and technologies that BCA has invested in

SETUP AND FACILITIES (BY LOCATION)		TECHNOLOGIES
BCA Headquarters (Maxwell Road)	BCA Academy (Braddell Road)	For Industry
Operational/ Line Groups	BCA Academy Training Facilities	CORENET System
Customer Service Counters	Zero Energy Building (ZEB)	Contractor Registry System (CRS)
Plan Submission/ Viewing Counters	BCA Centre for Sustainable Buildings (Collaboration with UNEP)	Integrated Submission & Processing System (ISPS)
	Centre for Construction IT (CCIT)	
	Simulator Learning Centre (SLC)	
	BCA Gallery	

SINGAPORE'S FIRST ZERO ENERGY BUILDING

BCA developed the iconic Zero Energy Building (ZEB) in 2009 to demonstrate the feasibility of retrofitting an existing building with green features and high energy performance.

This flagship R&D project houses green classrooms and offices, and also allows for test bedding of green building technologies. To date, the ZEB has received almost 20,000 visitors, comprising international delegates, industry representatives and students.

Regulatory environment within which the organisation operates,including occupational health and safety regulations; accreditation, certification, or registration requirements; relevant industry standards; and environmental, financial and product regulations.

REGULATORY ENVIRONMENT

BCA is established under the BCA Act and governed by:

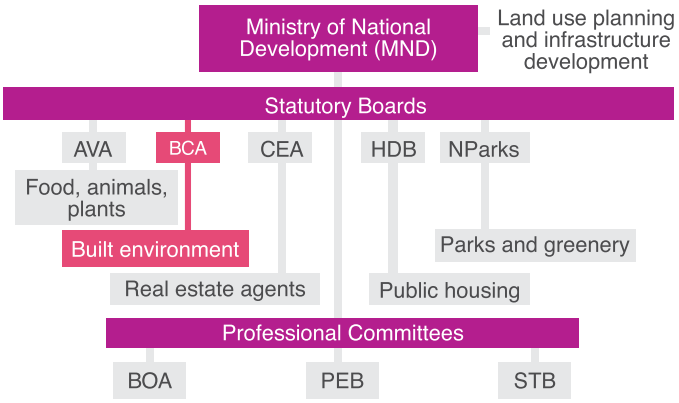
- Directives of Ministry of National Development (MND)
- Directives of Ministry of Finance (MOF)
- Government Instruction Manuals (IM)
- Directives and guidelines of Public Service Division (PSD)

ORGANISATIONAL RELATIONSHIPS

Outline the relationship with the parent organisation (if the organisation is a subsidiary of a larger organisation)

BCA is a statutory board under the Ministry of National Development (MND) (Figure 5). MND oversees several other statutory boards, with the collective vision to shape Singapore into *"An Endearing Home and a Distinctive Global City"*.

Figure 5: Organisation structure of the MND Family



Specifically, BCA supports MND's Vision in the realm of the physical built environment through championing the development of *"A Future-Ready Built Environment for Singapore"*.

State the organisation's major markets (local, regional, international, etc.) and the principal customer types (consumers, other businesses, government, etc.).

CORE MARKET AND CUSTOMERS

The core function of BCA is to serve the ***domestic market*** with two main groups of customers:

- Industry firms/personnel. Industry stakeholders such as developers, building owners, architects, engineers and builders.
- Training personnel. In-service personnel (including workers, executives and professionals), students and apprentices taking courses at the BCA Academy.

State the key requirements for the products and services offered by the organisation. Highlight significant differences, if any, in requirements among customer groups or markets.

KEY REQUIREMENTS FOR PRODUCTS AND SERVICES

BCA's products and services are delivered to customers through regulatory enforcement, policy implementation and publicity/outreach initiatives.

Include any special relationship with key customer groups such as partnerships, whenever applicable.

RELATIONSHIPS WITH KEY CUSTOMER GROUPS

BCA strives to ***forge effective partnerships with our stakeholders*** to ensure the relevance and practicality of its policies and initiatives. This is done through review platforms which include the International Panel of Experts (IPE), joint BCA-industry committees/workgroups such as the BCA-Construction Industry Joint Committee (CIJC), and extensive engagement platforms including CEO Lunches, Feedback@BCA, Friday@BCA and 1-to-1 meetings with firms.

BCA-CIJC: HERITAGE OF INDUSTRY ENGAGEMENT

The Construction Industry Joint Committee (CIJC) was formed in 2000, comprising Presidents or equivalent from the major professional associations along the construction value chain, including developers, consultants and contractors.

BCA has been engaging the CIJC on a regular basis for more than a decade, over which a close working relationship has been forged to proactively review policies and initiatives that impact thesector.

Outline the relationship with suppliers and/or partners.

State the number and types of suppliers and/or partners.

Highlight the most important types of suppliers and/or partners

BCA'S 3P PARTNERSHIP FRAMEWORK

BCA's suppliers and partners are categorised within the 3P Partnership Framework according to **Public, Private and People** (Figure 6).

Figure 6: BCA's 3P Partnership Framework

Describe the key requirements for suppliers and partners.

Key requirements for partners and suppliers, mainly to support BCA's Mission and Strategic Thrusts, are listed in Fig 7.

Figure 7: BCA's key requirements for its partners and suppliers in support of its Vision and Strategic Thrusts

BCA'S KEY PARTNER & SUPPLIERS

VISION	A FUTURE-READY BUILT ENVIRONMENT FOR SINGAPORE.				
MISSION/ STRATEGIC THRUSTS	Safe	High Quality	Sustainable	Friendly	Advanced and Productive
KEY PARTNERS	• IES/ACES Joint Accreditation Committee for C&S RE & RTO - IES/ ACES	• Accreditation scheme for steel fabricators, precasters & waterproofing contractors - SSSS & SCI	• World Green Building Council Congress 2010 - SGBC • ZEB - NUS, SERIS, DP Architects, Beca, DLS • UNEP-SBCI - UNEP	• Public sector Accesibility upgrading - HDB, Town councils, Govt Building owners • Private sector Accessibility upgrading - Private building owners	• Overseas Testing Scheme -MOM, Overseas Testing Centre operators • Joint Programme partners - IHLS (eg Carnegie Mellon, Nottingham, UCL, Uni SIM, Singapore Poly)
KEY SUPPLIERS	• IT Vendors (CORENET)	• External CONQUAS/ QM assessors	-	-	Recruitment agents

ORGANISATIONAL DESCRIPTION

COMPETITIVE ENVIRONMENT

Outline the key factors determining the organisation's competitive success (productivity growth, cost reduction, innovation, etc.).

Industry capability and staff competency are of paramount importance to BCA's competitive success. To this end, building up the industry's capability is a common focus under BCA's various Masterplans and Roadmaps, and strong emphasis is placed on enhancing staff competency through the Human Capital Development Framework.

Describe the key changes taking place that affect the competitive situation, including opportunities for innovation and partnering, as appropriate.

WHOLE-OF-GOVERNMENT LEVEL

The ***national agenda*** takes precedence over the other key changes affecting BCA's competitive situation. BCA takes directions from the Government through the MND.

SOCIAL LEVEL

In recent years, the ***public has generally become more demanding*** on service standards of the public sector. BCA needs to design innovative, well-thought and customer-centric solutions to meet the customers' increasing expectations.

INDUSTRY LEVEL

BCA champions ***productivity improvement in the construction sector***, in line with the on-going national drive towards productivity steered by the National Productivity and Continuing Education Council (NPCEC).

The ***recent tightening in manpower policies*** provides BCA timely opportunities to encourage the industry to build up its long-term capability under the various Thrusts of the Construction Productivity Roadmap.

STAFF LEVEL

With BCA's widening scope of functions over the years, our officers face the ***challenge to constantly upgrade*** themselves in their respective fields. BCA has put in place the Human Capital Framework, comprising the Talent Management Programme, Core Competency Programme and Staff Development Programme to develop the full potential of its staff. When necessary, new staff portfolios are created to support BCA's additional functions. For instance, account managers were created to chaperon the builders on their productivity journeys.

STRATEGIC CHALLENGES

Describe key business, operational and human resource strategic challenges.

BCA faces ***seven key challenges*** ranging from social, economic to environmental:

1) Escalating infrastructure and housing needs of an expanding population amidst the needs to raise productivity and resource efficiency in a thriving economy
2) Needs of a fast ageing population
3) Increasing demand for higher quality buildings
4) Global concerns on climate change
5) Broadening public expectations in view of more socially aware individuals
6) Transforming the industry to support BCA's vision and mission
7) Ensuring competency of staff to deliver BCA's vision and mission

ORGANISATIONAL DIRECTIONS

Outline major new thrusts (e.g. changes in products and entry into new markets/segments), new business alliances, introduction of new technologies, changes in strategy and unique factors, as appropriate.

BCA is not a typical building authority. We go beyond the norm of ensuring safe buildings to also drive the focal areas of Quality, Sustainability and Accessibility. Our four Pillars on ***Safe***, ***High Quality***, ***Sustainable*** and ***Friendly*** define the attributes for ***a future-ready built environment for Singapore***.

In light of global environmental concerns, BCA is presently focusing much on its Sustainability Pillar. To this end, ***BCA aims to green at least 80% of the buildings in Singapore by 2030 under its Green Building Masterplan***. Currently, BCA is in the process of ***reviewing the Masterplan to chart new initiatives*** for the next wave of effort in greening Singapore's buildings.

An increasingly important challenge for BCA is in ***enhancing the Accessibility of the built environment*** to cater to an increasingly aged population. In Singapore, about 9% of the population is above the age of 65 today, with the number expected to triple by 2030. In addition, the built environment also needs to support the Government's pro-family policy and emphasis on inclusive society.

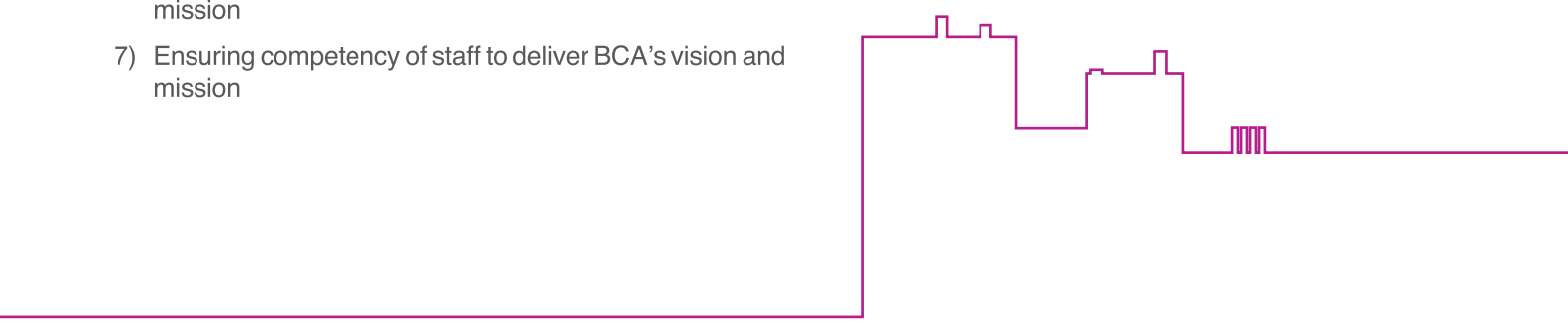
BCA's concerted effort in ***promoting the Universal Design (UD) concept*** aims to transform Singapore into a "City For All Ages", enabling people of all ages and physical abilities to live, work, learn and play.

In each of these focal areas, BCA has been ***working together with the industry*** to achieve its objectives.

Internally, BCA continues to ***train its staff to be competent and knowledgeable*** so as to lead and transform the industry.

Externally, BCA has been stepping up effort to train as many as ***18,000 to 20,000 green collar workforce by 2030***.

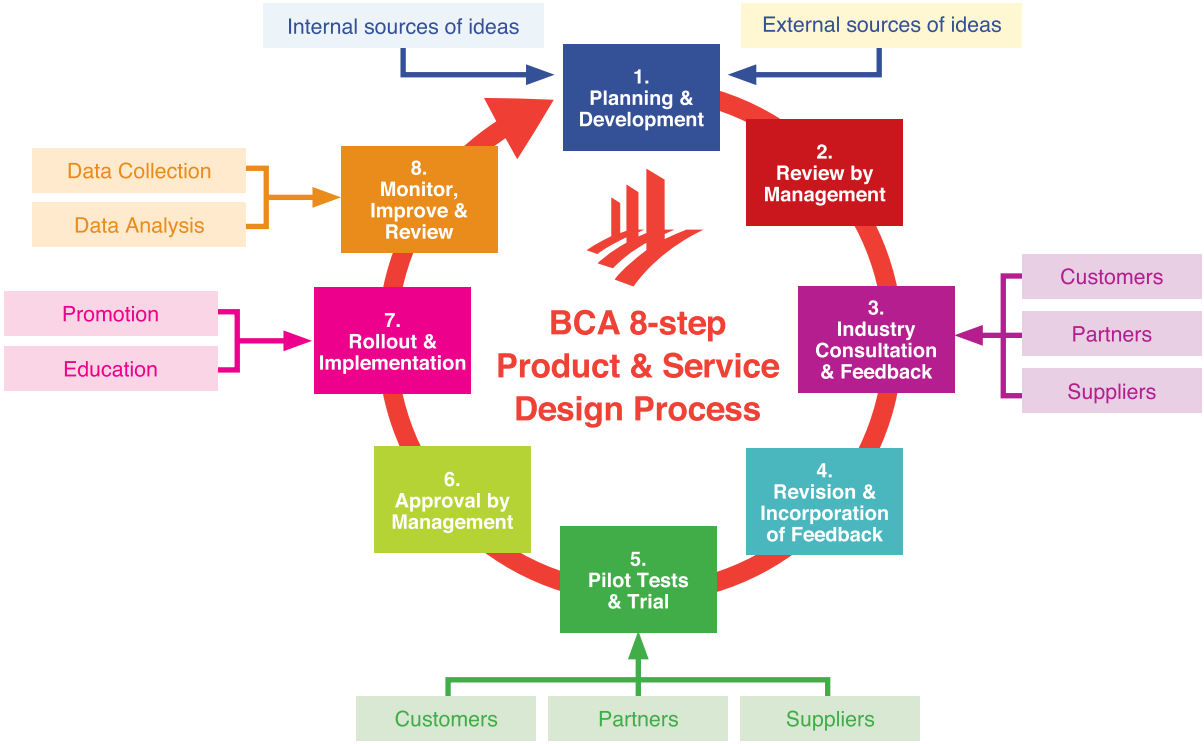
In the area of UD, besides the Accessibility outreach programme that BCA is embarking on, we have ***introduced the BCA Universal Design Mark*** in October 2012. This new initiative serves to recognise developments and projects in which developers and architects pursued a design philosophy that enables everyone to enjoy inclusive living in familiar surroundings with their loved ones.



Describe the key elements of organisation's performance improvement system.

PERFORMANCE IMPROVEMENT SYSTEM

Figure 8: BCA's 8-step Product & Service Design Process.



To improve organisational performance, BCA developed the ***8-step Product & Service Design Process*** which is adopted for both new and existing frameworks and initiatives (Figure 8).

LEADERSHIP

"The WorldGBC's 'Regional Leadership Award' **recognises the outstanding vision and commitment of Singapore's Building and Construction Authority**. We congratulate the Singapore's Government for developing a Masterplan that sets minimum environmental standards for building codes, provides incentives for the private sector and promotes research, development and capacity building."

Ms Jane Henley
CEO
World Green Building Council
2012

"We hold Singapore in **high esteem for having a strong regulatory system**....."

Mr Sidoro Ilya (APEC delegate)
Russia's Head of the Building Activity Control Department
& Federal Ministry of Regional Development
2010

"BCA has adopted a technique of staff initiated CSR Schemes which seems to have better popularity and ease in implementing than other companies did. There is a **strong alignment of business principles with a holistic strategic CSR framework** and an active participation by the CEO and senior members of the organisation." (On BCA winning Best CSR Practices)

HRM Judges
2013

1 – LEADERSHIP

1.1 SENIOR LEADERSHIP

LEADERSHIP MODEL

*BCA's Senior Management conceptualised a broad **Leadership Model with three levels of leadership**: organisational, industry and international leadership.*

Organisational Leadership

*Senior Management leads BCA through building a **caring and innovative organisation**.*

Industry Leadership

*Through comprehensive legislations, Masterplans and Roadmaps, BCA seeks to **lead the transformation of the built environment sector through forging effective partnerships with stakeholders**.*

International Leadership

*Senior Management's expertise in **shaping a future-ready built environment for Singapore** has garnered many invitations to speak at international seminars/conferences.*

BCA's CEO (2nd from left) chairing International Panel of Experts session at World Cities Summit 2010

*In recognition of its **leadership in environmental sustainability**, the United Nations Environment Programme (UNEP) has collaborated with BCA to set up the **BCA Centre for Sustainable Buildings, the 1st of its kind in Asia**.*

INTERNATIONAL ACCOLADES FOR BCA

*BCA's **leadership strength** is attested by various international accolades, including:*

- *I-Star of Energy Efficiency Award, 2013*
- *United Nations Public Service Awards, 2012*
- *World Green Building Council Regional Leadership Awards, 2011*
- *1st in the Asian Pacific Region for Green Building Policies by Solidiance, 2011*
- *1st in Environmental Performance for Asian Green City Index, 2011*
- *Aspen Institute Energy and Environment Award (Government Category), 2010*
- *World Bank's Ease of Doing Business Report – Fastest in the World to issue construction permits, 2010 – 2012*
- *Autodesk BIM Recognition Award, 2009*

*Besides the international awards garnered by BCA as an organisation, its **Senior Management has also received numerous individual awards** for their leadership achievements.*

*CEO Dr John Keung received the **Leading CEO Award (Singapore HR Awards 2013)**.*

*Deputy CEO Mr Ong See Ho received the **NUS Distinguished Engineering Alumni Award 2012***

*Group Director Mr Neo Choon Keong received the **Leading HR Leader (Singapore HR Awards 2013)***

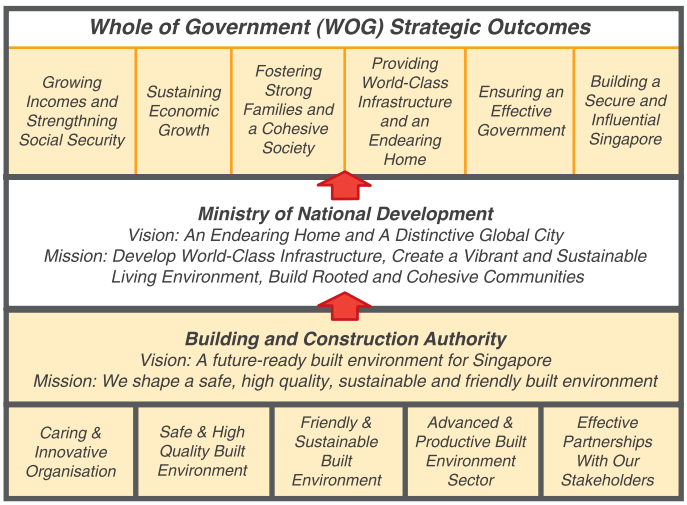
1.1a Develop the purpose, vision and values for the organisation

VISION, MISSION AND CORE VALUES

***BCA's Vision is to develop "A future-ready built environment for Singapore"**. This is aligned to MND's Vision of "An Endearing Home and a Distinctive Global City", which is in turn aligned to the Whole-of-Government strategic outcomes (see Figure1.1a-1).*

*The "future-ready built environment for Singapore" is presently defined as one that is **Safe**, **High Quality**, **Sustainable** and **Friendly** **in BCA's Mission**.*

Figure 1.1a-1: Aligning BCA's Vision to Whole-of-Government strategic outcomes



*BCA's strive towards organisation excellence is underscored by its **Core Values of "We Care", "We Dare", and "We Can"** (see Figure 1.2 under Organisational Culture).*

Development Of The Vision, Mission And Core Values

When BCA was first formed in 1999, its Vision, Mission and Core Values focused on developing the building and construction industry (see Figure 1.1a-2).

*In 2006, a **review was conducted at BCA's Corporate Retreat** to revise the Vision and Mission. This was followed by the **re-definition of BCA's Core Values**.*

*The next round of review was carried out in 2009 by a SPARKS team. The team **evaluated that the existing Vision, Mission and Core Values were still relevant**, which was later endorsed at BCA's Corporate Retreat.*

Figure 1.1a-2: Formulation and revision of the Vision, Mission and Core Values

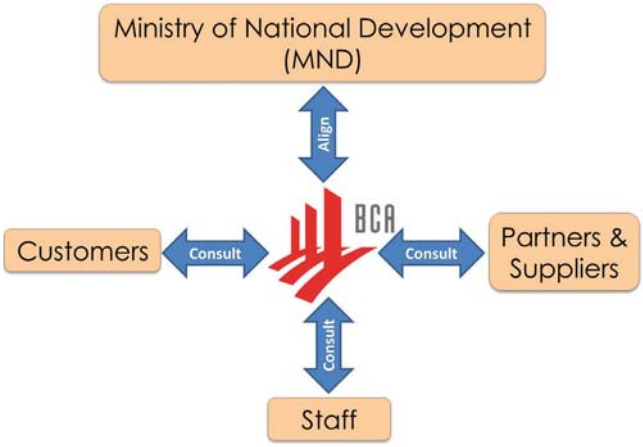
	1999 - 2006	2006 - 2013
Vision	To be a World-Class Builder in the knowledge Age	The best Built Environment for Singapore, Our Distinctive Global City
Mission	To develop a technologically advanced and competitive construction industry to serve singapore's economic needs	We shape a safe, high quality, sustainable and friendly built, enviroment
Core Values	**i** Innovative Spirit **C** Cohesiveness **A** Advancement **R** Responsibility **E** Excellence	We Care We Dare To Dream We Can Do

In 2013, a Policy Group study team was formed to review the Vision, Mission and Core Values. The vision was revised to "A future-ready built environment for Singapore" to reflect the challenges that we need to overcome to ensure that the built environment can cater to the future needs of Singapore and its people.

Review through Consultation

BCA's Vision, Mission and Core Values are r***eviewed every 3 years*** through ***consultations with all relevant stakeholders*** (see Figure1.1a-3).

Figure 1.1a-3: Consultation process for review of Vision, Mission and Core Values



1.1b Communicate, demonstrate and reinforce the organisational purpose, vision and values to stakeholders

For Internal Stakeholders

Various types of platforms are used to ***communicate and reinforce BCA's Vision, Mission and Core Values*** to its staff (see Figure1.1b-1).

Figure 1.1b-1: Communicating and reinforcing BCA's Vision, Mission and Core Values to staff through key platforms

	Type	Key platforms
Communicate	Annual events	• Work Plan Seminar • CSR Day • Active Day
	Innovation excellence initiatives	• Innovation and Excel Committee, *i*-Week, *i*-Team, *i*-Suggest etc. • Chairman Innovation Challenge
	Service excellence initiatives	• Service Excellence Day • C.A.R.E. teambuilding workshops Executive Director Mr Choo Whatt Bin(right) sharing at C.A.R.E. teambuilding workshop
	Trainings	• Specialised training under Core Competency Programme • Training in innovation and service excellence
Reinforce	Recognition	• Various awards • Staff performance appraisal

In addition, ***Senior Management walks the talk by demonstrating BCA's Core Values*** at various events (see Figure1.1b-2).

Figure 1.1b-2: Senior Management demonstrating the Core Values at key events

	Key Events	Key Core Values Demonstrated
Demonstrate	Mentorship	We Can By guiding SPARKS teams as project mentors We Dare By guiding i-Challenge teams as project mentors
	Service Excellence Day	We Care By personally serving: • External customers at counter desks • BCA's staff at the cafeteria
	CSR Day	We Care By joining staff in volunteering at VWOs BCA's Senior Management helping out at AWWA

For External Stakeholders

BCA also makes use of various platforms to engage its external stakeholders, including partners/suppliers, customers and community, through ***communicating, demonstrating and reinforcing its Vision, Mission and Core Values*** (see Figure1.1b-3).

Figure 1.1b-3: Communicating, demonstrating and reinforcing BCA's Vision, Mission and Core Values to external stakeholders through key platforms

	Stakeholders	Key platforms
Communicate	Partners and Suppliers	• CEO's Breakfast Talk forum • Industry working committees • Overseas Learning Journeys • Young Leaders Programme
	Customers	• BCA Workplan Seminar • Dialogue sessions • Focus group discussions
	Community	• 6/6,12/12 Windows Day • Roving exhibitions for Universal Design and Green • Career fairs
Demonstrate	All	• Retrofitting of the Zero Energy Building (ZEB) from an existing building at the BCA Academy to achieve high energy efficiency • ZEB serves as a test-bedding centre for green building technologies
Reinforce	Partners and Suppliers	• BCA Awards

LETTER OF APPRECIATION FROM INDUSTRY

In April 2012, ***Dr Ho Nyok Yong***, the President of the Singapore Contractors Association Limited (SCAL), ***commended BCA for its extensive effort in engaging the industry association*** through the various consultation and dialogue sessions.

"…We are very glad that our voice has now been heard and we are very mindful and appreciative of BCA's cooperative efforts. We write to express our appreciation to BCA for the relentless effort under your good leadership"

Dr Ho Nyok Yong
President
SCAL

1.1c Evaluate and improve the effectiveness of their personal leadership and involvement

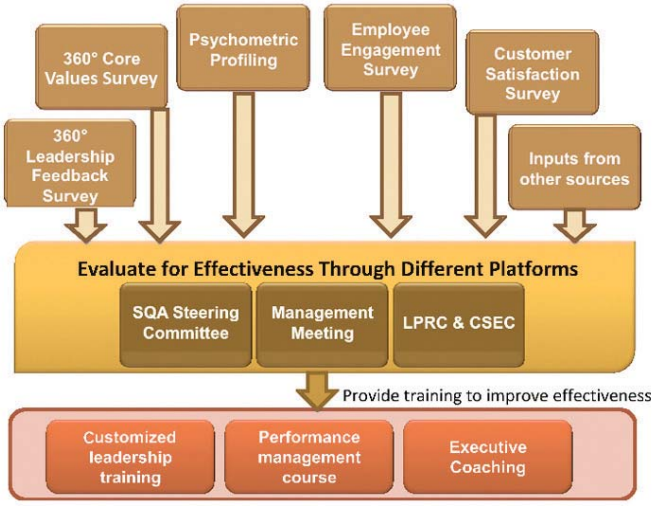
EVALUATING LEADERSHIP EFFECTIVENESS

BCA has put in place various **platforms to gather feedback for evaluating the effectiveness of its Senior Management**. These include:

- 360° Leadership Survey
- 360° Core Values Survey
- Psychometric profiling
- Employee Engagement Survey
- Customer Satisfaction Survey

Collectively evaluating the feedback obtained from various sources ***provides a holistic assessment*** of the effectiveness of Senior Management's leadership and involvement (see Figure1.1c-1). This allows BCA to ***customise leadership courses for the Senior and Middle Management*** based on specific development needs.

Figure 1.1c-1: Process to evaluate effectiveness of Senior Management's leadership and involvement



1.2 ORGANISATIONAL CULTURE

BCA's organisational culture is ***defined by its Core Values*** of "We Care", "We Dare", and "We Can" (Figure 1.2).

Figure 1.2: BCA's Core Values of "We Care", "We Dare", and "We Can"

1.2a Translates its values into desired policies, practices and behaviours

1.2b Creates and permeates a culture consistent with its values, and which encourages and supports learning, innovation and achievement of the organisation's objectives

BCA shapes and ***permeates its organisational culture by inculcating desired behaviours*** in its stakeholders through implementing key programmes, policies and practices (see Figure1.2a-1).

Figure 1.2a-1: Key programmes, policies & practices implemented to inculcate desired behaviours

Desired behaviour for:	Key programmes, policies & practices
"We Care"	**Staff** • Core Competency Programme • Sponsorship & scholarships • External attachment programme • Health & sports programme • Blue Sky Friday • 1/2-day child sick leave **Customers** • Setting up of CSEC & CSD • Taskforce on Accessibility • SPARKS team on service excellence • C.A.R.E. teambuilding workshops **Community and Environment** • Masterplans on: - Green Building - Sustainable Construction - Accessibility • 2 days staff volunteering leave scheme • Fund raising for charities
"We Dare"	• Deputy CEO as Chief Innovation Officer overseeing Innovation & Excel Committee • Innovation events
"We Can"	• SPARKS, SPICE & taskforces • Teambuilding workshops at National Community Leadership Institute

Various awards are also given out and received by BCA to ***reinforce the desired behaviours*** (see Figure1.2a-2).

Figure 1.2a-2: Key awards given out and received by BCA to reinforce desired behaviours

Core Value inforced	Key awards
Awards given out by BCA	
"We Care"	• BCA Service Excellence Awards • BCA Service Excellence Team Award
"We Dare"	• CEO's *i*-Suggest Challenge • Best *i*-Team Presentation Award • *i*-Exhibit Award • *i*-Creative Award • Chairman's Innovation Challenge
"We Can"	• BCA Exemplary Team Awards
Awards received by BCA	
"We Care"	• Excellent Service Awards (EXSA) • PS21 Distinguished Star Service Awards • PS21 Star Service Awards
"We Dare"	• BCA Green Design Awards • ASEAN Energy Awards • IES Prestigious Engineering Achievement Award
"We Can"	• MND Minister's Team Award • Public Service Awards • Productivity Savings Awards

CELEBRATING SERVICE EXCELLENCE

BCA celebrates ***Service Excellence Day*** annually to pay tribute to service excellence. At the event, awards are presented to officers who have ***exemplified outstanding service standards***, and talks on ***best practices*** by external organisations accorded with service excellence are also arranged.

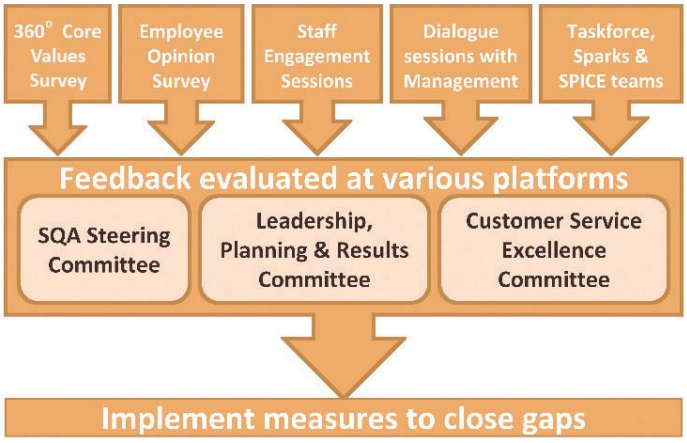
One of the highlights of the day for staff is the tea reception, where the ***Senior Management takes their position along the buffet line to serve food, in demonstration of BCA's Core Value of "We Care".***

Senior Management demonstrating the Core Value of "We Care" by serving food to staff at the cafeteria

1.2c Overcomes differences between the current culture and the desired culture

BCA evaluates the feedback gathered from various channels to ***determine the degree to which staff embrace the organisational culture***. Additional measures are then implemented in a bid to ***achieve the desired organisational culture*** defined by the Core Values (see Figure 1.2c-1).

Figure 1.2c-1:Gathering of feedback from various channels to achieve the desired organisational culture



As an illustration, some of the new measures implemented arising from results of the 360° Core Value Survey are shown in Figure 1.2c-2.

Figure 1.2c-2: New measures implemented arising from the 360° Core Value Survey

Identified areas for improvements	New measures implemented
Further promote and sustain innovation at all levels of BCA	• Introduced the: - "I Dare, I Can" tagline - *i*-Bonding
Lack of CSR initiatives	• PCSR stepped up on CSR activities • Introduced staff-initiated CSR activities

ENHANCING SERVICE EXCELLENCE

The 360° Core Value Survey and the Customer Satisfaction Survey revealed that there is scope for BCA to improve its customer service standards.

To ***strengthen the culture of service excellence*** within BCA, effort was stepped up on ***providing staff with service training***, including:

- Customised courses such as "How to deal with difficult customers"
- C.A.R.E. teambuilding workshops

This has resulted in ***an increase of Excellent Service Awards (EXSA) winners from 8 in 2007 to 61 in 2012***, attesting to the success of BCA's concerted effort in driving service excellence.

1.3 CORPORATE SOCIAL RESPONSIBILITY

1.3a Establishes its policy and goals in relation to its contribution to the community and the environment in which it operates

CORPORATE SOCIAL RESPONSIBILITY FRAMEWORK

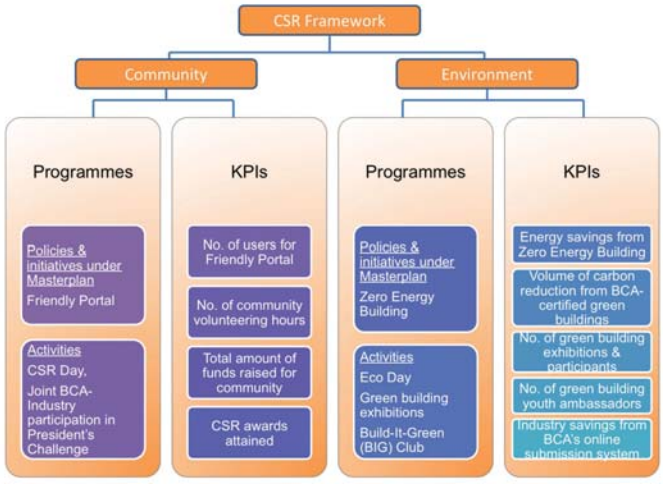
BCA's goal in the aspect of Corporate Social Responsibility (CSR) is succinctly captured by its ***CSR statement*** (Figure 1.3a-1).

To realise its objective, BCA has put in place a ***Corporate Social Responsibility Framework*** categorised according to ***community and environment***, under which key programmes and corresponding KPIs to measure effectiveness are established (Figure 1.3a-1).

Figure 1.3a-1: BCA's CSR statement and framework

BCA's CSR Statement

BCA is dedicated to contributing to the well-being of the community and the environment through our efforts in shaping a sustainable and friendly built environment.



Under the CSR framework, a two-pronged approach for each category is adopted:

1) ***Implementing policies*** to provide a future-ready built environment for our community
2) ***Practising CSR*** through community-centered & environment-friendly activities

IMPLEMENTING POLICIES

CSR is part of the work in BCA. Through its Core Value of "We Care", BCA formulates and implements various policies and initiatives to help ***achieve a friendly and sustainable built environment*** for Singapore.

Friendliness

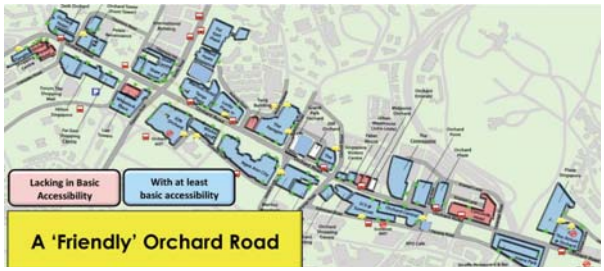
Under the ***Accessibility Masterplan***, BCA promotes social inclusiveness through ensuring that ***buildings are equipped with facilities and features for all users***, including the elderly, physical disabled, women and children.

AN INCLUSIVE BUILT ENVIRONMENT FOR ALL

To date, nearly all key public buildings and almost half of all private commercial and institutional buildings are accessible.

BCA's noteworthy achievement is in getting ***almost 100% of the buildings along Orchard Road upgraded with accessibility features*** (see Figure 1.3a-2).

Figure 1.3a-2: Map of buildings along Orchard Road upgraded with accessible features



Sustainability

BCA developed the ***Green Building Masterplan*** in 2006 – 2007 to promote a sustainable built environment. To date, ***more than 1800 buildings have been certified green*** under the BCA Green Mark scheme.

PRACTISING CSR

The People Excellence Committee ***spearheads BCA's CSR movement***. It is chaired by Group Director (Manpower and Strategic Policy), with Group Director (International Development) and Group Director (Corporate Development) as the deputy chairpersons.

Comprising ***CSR Champions*** from various Groups, the Committee reports directly to the SQA Steering Committee chaired by BCA's CEO.

Under its annual Workplan, the People Excellence Committee ***implements schemes and organises activities*** to involve BCA staff and their families, students at the BCA Academy and the industry firms in CSR.

Some of the activities organised include volunteering at VWOs, beach clean-up, fund raising and blood donation.

2-DAY STAFF VOLUNTEERING LEAVE SCHEME

The People Excellence Committee has instituted the 2-day Staff Volunteering Leave Scheme since 2008 to ***encourage staff involvement in CSR activities***. Over the years, the level of staff participation has increased significantly, from just 76 volunteer hours in 2009 to nearly ***1,300 volunteer hours*** in 2012.

Such strong staff support attests to ***BCA's success in cascading the Core Value of "We Care"*** for the community and the environment.

ENHANCING CSR PARTICIPATION

This year, the People Excellence Committee introduced various initiatives to encourage greater participation in CSR activities among BCA's staff.

Staff-initiated CSR Activity Scheme

The Staff-initiated CSR Activity Scheme was implemented to ***facilitate CSR activities beyond those at the corporate-level***. The new initiative enables staff to further contribute towards CSR through ***volunteering for causes which they feel strongly about***.

Involvement of Family Members and Students

BCA extended its CSR activities to involve the families of its staff as well as students at the BCA Academy, who had participated in the recent staff-initiated CSR event.

Involving the Industry in CSR

Last year, BCA ***partnered with the industry firms*** to raise more than $500,000 for the President's Challenge. To continue its effort, BCA partnered with the ***industry firms once again this year to carry out repair works at VWOs***.

They get cracking on cracks

The New Paper (12 Feb 2013) reported on BCA's CSR work

1.3b Communicates its policy and goals to employees and external parties and involves them in achieving the goals

COMMUNICATING CSR TO STAKEHOLDERS

For BCA Staff

To ***raise awareness and encourage participation***, BCA ***explicitly communicates*** its policies and goals for CSR to its staff through key platforms listed Figure 1.3b-1.

Figure 1.3b-1: Key platforms to communicate CSR policies and goals to staff

Key platforms and initiatives	Purpose(s)
Awareness talks, visits and activities	• To educate staff on the importance of CSR • Examples include Eco-Day and visit to Semakau landfill
Induction programmes new staff	• To introduce BCA's for CSR initiatives
CEO's speeches at BCA events	• To encourage staff participation in CSR events
Internal e-news via email and CSR Portal	• To provide recognition to volunteers of CSR events • To informs staff of upcoming CSR activities

Senior Management also ***leads by example*** through their involvement in CSR activities ***to reinforce and sustain a strong CSR culture***, in line with BCA's Core Value of "We Care".

An example is the Annual CSR Day, at which CEO leads BCA in the full day of volunteering activities at a Voluntary Welfare Organisation (Figure 1.3b-2).

Figure 1.3b-2: CEO and Senior Management participating in BCA's CSR Day at Asian Women's Welfare Association

For External Stakeholders

Similarly, BCA has put in place various platforms and initiatives to communicate its CSR policies to its external stakeholders, in a bid to obtain greater public awareness and buy-in in the areas of accessibility and sustainability (Figure 1.3b-3).

Figure 1.3b-3: Key platforms and initiatives to communicate CSR policies and goals to external stakeholders

Key platforms and initiatives	Purpose(s)
"Build it Green" Club	• To reach out to and educate youths • To nurture green building youth ambassadors
Public outreach programmes	• To raise public awareness of the benefits of accessible and sustainable buildings
Zero Energy Building at BCA Academy	• To test-bed green building technologies • To educate industry practitioners, public, students and foreign dignitaries on importance of green buildings in environmental sustainability

FRIENDLY BUILT ENVIRONMENT PORTAL

The Friendly Built Environment Portal is a ***one-stop resource portal for users with special needs*** to search for information on buildings in Singapore that are designed with accessibility features.

BCA's concerted outreach effort has seen the ***number of visits to the Portal increasing by an impressive 40-fold from 231 visits in 2008 to 10110 in 2013***.

STAKEHOLDERS' INVOLVEMENT IN CSR

BCA actively ***involves staff and their families, students of the BCA Academy, as well as industry practitioners*** in its community and environmental CSR activities (Figure 1.3b-4).

Figure 1.3b-4: Key community and environmental CSR activities for stakeholders' involvement

Community service activities

- Volunteering activities at Voluntary Welfare Organisations (such as AWWA and SAVH)
- Fund-raising for charities (see Figure1.3b-5)
- Blood Donation Drives

Environmental activities

- Regular beach clean-up events
- Eco-Office practices, including:
  - Holding major events at green buildings
  - Reducing wastages

Figure 1.3b-5: Presentation of funds raised to President Tony Tan during BCA Awards Night 2012

PARTNERING THE INDUSTRY FOR CSR

In May this year, BCA partnered SCAL and industry firms to carry our repair and improvement works at the Singapore Association of the Visually Handicapped (SAVH).

The industry firms donated the building materials required for the retrofitting works, including lighting, drywall, ceiling board and carpets. BCA's staff contributed their time and effort in helping out with the retrofitting process.

BCA Deputy CEO Mr Lam Siew Wah (in red) discussinmg repair work with SCAL & SAVH

HRM AWARDS 2013 FOR BEST CSR PRACTICES

BCA won the HRM Awards 2013 for ***Best CSR Practices*** with its ***holistic planning and approach*** in implementing CSR initiatives.

"There is a strong alignment of business principles with a holistic strategic CSR framework and an active participation by the CEO and senior members of the organisation"

Judge on BCA's win in the HRM Awards 2013

Group Director Mr. Neo Choon Keong receiving the HRM Awards 2013 for Best CSR Practices on behalf of BCA

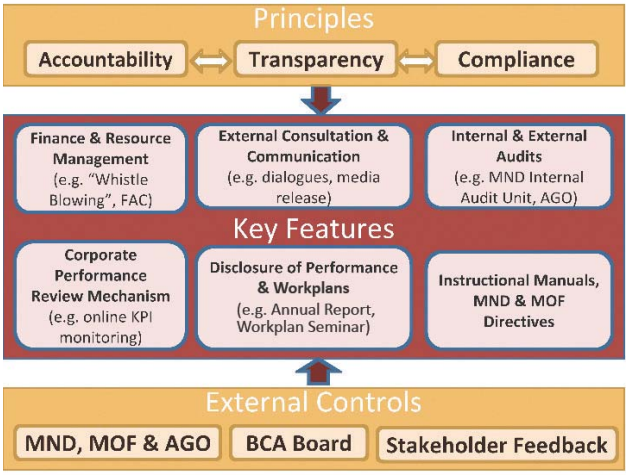
1.3c Establishes its governance system for transparency and accountability that is consistent with the statutory and regulatory requirements or guidelines, and the protection of stakeholder interests, as appropriate

CORPORATE GOVERNANCE IN BCA

BCA's ***Corporate Governance Framework*** is established based on the principles of ***accountability, transparency and compliance*** (see Figure1.3c-1).

Guided by the Auditor-General's Office, the framework, checked by MND, BCA Board and other relevant stakeholders, is continuously ***updated with the latest financial and procedural changes***.

Figure 1.3c-1: BCA's Corporate Governance Framework



Involvement of Board Members

Under the Framework, BCA Board members are involved in a Finance and Audit Committee (FAC) to ***provide oversight to BCA's finance and procurement system***, in addition to internal and external audits.

To ***monitor the effectiveness of its corporate governance system***, BCA has put in place the following KPIs under its finance and resource management:

- Number of fraud cases
- Major audit non-conformances, due to lack of transparency or accountability in decision-making

BCA also instituted the ***"Whistle Blowing" Policy*** for fraud reporting in 2008, establishing ***Standard Operating Procedures (SOPs)*** to protect staff who report on violation cases.

AUDIT BY MINISTRY OF NATIONAL DEVELOPMENT (MND)

In 2011, an internal audit conducted by the Ministry's Internal Audit Unit (IAU) concluded that ***BCA exercised good corporate governance***, through a ***comprehensive two-level check system***, in administering the $250 million Construction Productivity and Capability Fund (CPCF).

An extraction from the MND Internal Audit Report dated May 2011 reads:

"IAU's overall opinion on the system of controls over the CPCF is generally satisfactory. We were of the opinion that the risks inherent in these areas were generally low."

1.3d Evaluates and improves its governance system and its contribution to the community, society and the environment

EVALUATION AND IMPROVEMENT

BCA evaluates and improves its corporate governance and CSR effort on an ***annual basis***.

Figure 1.3d-1: Improvements in BCA's Corporate Governance and CSR Frameworks

IMPROVING CORPORATE GOVERNANCE AND CSR FRAMEWORKS

Since last year, BCA has made various improvements to its Corporate Governance and CSR frameworks:

Improvement made	Description
Internal financial controls	• Requirement for approval by Quotation Approving Authority (QAA) Panel for award of contracts above $20,000 • Formalization of the appointment and rotation of Procurement Officers • Strengthening of guidelines for Small Value Purchases (SVP) up to $3000 • Tightening of guidelines for cash card usage and tracking
Project team on CSR	• Strengthened CSR initiatives via: - Studying and benchmarking BCA's CSR practices - Recommending initiatives and best practices for adoption in BCA
Industry collaboration for CSR activities	• Raised more than $500,000 for the President's Challenge