

HKSAR Development Bureau's  
Independent Expert - Daniel C. Lam's Appraisal  
of the  
Operations of the Buildings Department

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## Introduction

1. In January 2010, a building at 45 - J Ma Tau Wai Road collapsed tragically. Four lives were taken away and two residents were seriously injured. The Coroner subsequently instigated an inquest on the cause of death of the four persons and delivered his findings on 16 August 2011. In his findings, the Coroner commented on the *modus operandi* of the Buildings Department's (BD's) enforcement action and made a number of recommendations about the BD's handling of cases related to dangerous and dilapidated buildings.
2. The Legislative Council's Subcommittee on Building Safety and Related Issues discussed the Coroner's findings, and also raised concern about the procedure of the BD's staff in conducting inspections under emergency. Buildings Department (BD) agreed to conduct an internal review on issues related to the enforcement actions against dilapidated and dangerous buildings, with a view to improving and enhancing the office guidelines and instructions to staff in these matters. The Secretary for Development undertook to appoint independent experts to appraise the findings of the BD's internal review.

## The Appointment as Independent Expert

3. Against this background, on the 28 November 2011, Professor Ko Jan-ming and I, Daniel C. Lam, have been appointed as the two Independent Experts by the Secretary for Development.
4. The scope of the Independent Experts' appraisal of the findings of BD's internal review, as defined in the appointment from the Secretary for Development's letter dated 28 November 2011, includes:-
  - the conducting of site inspections and the handling of emergency cases;

- the need for a joint inspection team consisting of both Building Surveyors and Structural Engineers to handle reports from the public on building defect / dilapidation;
- the referral of cases for cross-discipline consultation between the Building Surveyor and Structural Engineer grades, as well as the corresponding demarcation of responsibilities;
- the practice of issuing advisory letters prior to serving investigation / repair / demolition orders;
- the consideration to be taken account of and timing for serving investigation / repair / demolition orders;
- the follow-up action on complaints received and investigation / repair / demolition orders issued; and
- the administration and monitoring of Government consultants and contractors in the carrying out of investigation and remedial works in default of the owners in complying with investigation / repair / demolition orders.

### Declaration of Interest and Perceived Interest

5. I wish to declare that I am a Building Surveyor, an Authorized Person (List III) under the Buildings Ordinance, and the Honorary Advisor to DCL Consultants Limited, a firm that is engaged by the Buildings Department as one of its consultants from time to time.
6. In this present Appraisal, I have pursued my duties and approach entirely from an Independent Expert's point of view, ignoring any possible interest or advantages that I, or DCL Consultants Limited, would have been able to enjoy from my conclusions and recommendations.
7. For the sake of completeness in declaration, I attach herewith a copy of my CV marked as Appendix A, and details of directorships of various public and private companies or organizations marked as Appendix B.

## BD's Report on Internal Review

8. On 9 January 2012, I received a copy of the BD's *Report on the Findings and Recommendations of the Working Group on Review of Building Safety Enforcement Procedures and Practices* (BD's Report) via the Development Bureau. This BD's Working Group comprises of:-
  - Mr. Lee Yun-choi (Chief Structural Engineer) as co-chairman;
  - Mr. Au Wing-hung (Chief Building Surveyor) as co-chairman;
  - Mr. Tang Kwok-kuen (Senior Structural Engineer) as member;
  - Ms. Tsang Po-king (Senior Building Surveyor) as member;
  - Mr. Edwin Hong (Building Surveyor) as member; and
  - Mr. Luk Man-kit (Structural Engineer) serving as its secretary.
9. On 19 January 2012 a presentation was made by the BD's Working Group, in the presence of Development Bureau's Mr. Ryan Chiu and Mr. Justin To, to Professor Ko and me. Details of those who attended are as shown on the Summary of Meetings Held attached to this Report and marked as Appendix C.
10. This BD's Report is the fundamental document that I have relied upon to carry out my appraisal as defined under the scope of work contained in the Secretary for Development's letter of appointment to me dated 28 November 2011.

## Consultations and Interviews

11. On 15 February 2012 Professor Ko and I met with the BD's Working Group, headed by Mrs. Hui Ming-fong (Chief Structural Engineer) in place of Mr. Lee Yun-choi and Mr. Au Wing-hung who were both absent, in the presence of Mr. Ryan Chiu of the Development Bureau. This meeting provided a two-way dialogue for Professor Ko and myself to understand more about the rationale and thoughts behind the BD's Working Group when they prepared their Report. Details of those who attended are as shown on the Summary of Meetings Held attached to this Report and marked as Appendix C.
12. On 12 March 2012 Professor Ko and I met BD's frontline staff in the presence of Mr. Ryan Chiu of the Development Bureau. This meeting was to understand the various difficulties (if any) and situations faced by BD's frontline staff when called upon to carry out their duties. Details of those who attended are as shown on the Summary of Meetings Held attached to this Report and marked as Appendix C.

13. On 21 March 2012 Professor Ko and I went along with the respective teams of staff from the Buildings Department to two separate site visits at Cheung Sha Wan Road and Sai Yee Street. We have personally witnessed the site inspection process, and the situations faced by the frontline staff in dealing with occupants and answering their questions.
14. On 27 March 2012 Professor Ko and I met Ir. Dr. Chan Fuk Cheung, President of the Hong Kong Institution of Engineers (HKIE), in the presence of Mr. Ryan Chiu and Mr. Justin To of the Development Bureau. We discussed the views of the HKIE in this matter, and the very useful suggestions they have put forward for our consideration.
15. On 2 April 2012 Professor Ko and I met the representatives from the Hong Kong Institute of Surveyors (HKIS) including Messrs. Vincent Ho, Kenny Tse, David Chan and Alan Sin, in the presence of Mr. Ryan Chiu and Mr. Justin To of the Development Bureau. We discussed the views of the HKIS in this matter, and the very useful suggestions they have put forward for our consideration.
16. On 11 April 2012 Professor Ko and I met the Director of Buildings, Deputy Director and both Co-Chairman of BD's Working Group, in the presence of Mr. Ryan Chiu and Mr. Justin To of the Development Bureau. We exchanged our views on various matters, including our (Independent Experts') latest views then available.
17. On 13 April 2012 Professor Ko and I met the 3 representatives from the Hong Kong Institute of Architects (HKIA), in the presence of Mr. Ryan Chiu and Mr. Justin To of the Development Bureau. Details of those who attended are as shown on the Summary of Meetings Held attached to this Report and marked as Appendix C.
18. On 20 April 2012 Professor Ko and I met with BD's staff who are responsible for the management and monitoring of consultants and contractors engaged to inspect, investigate and to carry out remedial work to buildings as instructed by BD. Details of those who attended are as shown on the Summary of Meetings Held attached to this Report and marked as Appendix C.

## Observations during Appraisal

### *The conducting of site inspections and the handling of emergency cases.*

19. BD presently provides a 24 hours service and pledges to attend all emergency reports from 1.5 to 3 hours (depending on the location). BD also pledges to attend all non-emergency reports within 10 days.
20. BD's Report confirms that the existing guidelines and procedures in handling the emergency cases are adequate. Similarly the existing manual and instructions for conducting site inspections are regarded as sufficient.
21. We have been informed that officers called upon to inspect buildings following a complaint or emergency response are, in the vast majority, professionally qualified with a minimum service of at least a year.
22. Apparently when the officers are to distinguish between emergency and non-emergency cases on site, these decisions carry grave burden and consequences. Depends on the individual seniors, some of the more junior (and therefore greener in relevant experience) staff may be fortunate enough to receive ad hoc coaching upon inspections.
23. For inspections of emergencies, according to the BD's Performance Achievements in 2011, measured against BD's Performance Pledges, 4 out of 5 items achieved 100%. The only exception is the item on emergency service outside office hours in urban areas and new towns in new Territories to inspect within 2 hours; in this item 99.4% was achieved.
24. BD's Report does contain a number of minor suggestions for change including the inspection tool kit, standardization of inspection reports, pre-inspection desk study, introduce a new category "V – Severe" to the manual and the procedural audit of the inspection reports etc.
25. I have no reason to doubt the professional competency of BD's staff in general. In my experience it is not an easy decision on site to distinguish whether there are structural defects or otherwise, when the affected element of construction is being covered up by dust and soot (in the event of a fire) and domestic decorations. The mastering of the technic to distinguish between the different Categories under the manual is important. I believe past experience and historic knowledge of case studies must play a heavy role. Such experience and knowledge can only be passed on through structured learning. I have not been convinced that such is in place for fresh frontline staff.

26. For emergency cases under inclement weather and harsh site conditions at night, I suggest that a suitable vehicle, equipped with a computer that can have immediate access to important technical information available at BD's main computer, should be provided. The frontline staff on the assignment can then have a reasonable operating environment on site to check with the database of BD about the details of the subject structure.
27. In the course of consultation I have received the message that although some of the equipment and tools are available for inspection uses, these take time to learn to operate, with the result that frontline staff prefer not to bother with it.
28. One of the suggestions made by the HKIS is to organize task forces to deal with specific cases that require special skills and equipment or tools, and these forces can then follow up on progress monitoring. The intention is for these task forces to include external specialists, if appropriate, and that the knowledge and experience of these external members may eventually be passed on to the BD's staff members on the same team.

*The need for a joint inspection team consisting of both Building Surveyors and Structural Engineers to handle reports from the public on building defect / dilapidation.*

29. According to BD's Report, in the Ma Tau Wai tragedy, the Coroner's observation is "for all cases of emergencies related to buildings (for which BD's pledge is to inspect within 3 hours), and non-emergency reports on dilapidations of buildings (for which BD's pledge is to inspect within 10 days), the inspection should be carried out jointly by a Building Surveyor (BS) and a Structural Engineer (SE)".
30. BD's Report regards a joint inspection team comprising a Building Surveyor and a Structural Engineer in every case is not necessary, and the existing established mechanism should be maintained.
31. BD's Report included the following statistics on emergency cases:-

Year	2008	2009	2010
Public Reports Received	11,337	11,389	14,111
Emergency Cases	1,222	971	1,033

32. It is not clear from BD's Report whether the "emergency cases" as mentioned above are exactly those referred to by the Coroner – being cases of the 3 hours' and the 10 days' category.



33. I support BD's view that to assign jointly a Building Surveyor and a Structural Engineer to inspect all emergency cases of 3 hours' and all non-emergency cases of 10 days' category is not practical, and most likely a waste of valuable resources. Incidentally this view is also supported unanimously by the professional bodies (HKIA, HKIE & HKIS).

*The referral of cases for cross-discipline consultation between the Building Surveyor and Structural Engineer grades, as well as the corresponding demarcation of responsibilities.*

34. BD's existing organization has very distinctive grade structures by profession. In the 2 Existing Building Divisions dealing with these inspections and work, the teams are either completely made up of building surveyors, or structural engineers, but no mixture.
35. When questioned on this specific issue, BD's answer was historic reasons with very strong staff union insistence. Apparently such design was neither driven by work requirements, nor other more logical demand.
36. Consequently when one team (of a specific profession) is confronted with issues that demand deeper knowledge and experience than members of that particular team can offer, those issues would have to be referred upwards to the team leader (Chief Officer level), who shall refer to the respective other team leader (of another specific profession) for cross consultation.
37. BD's Report reaffirms the existing cross-discipline consultation mechanism is "pragmatic and effective", but recommends certain amendments to the relevant manuals to incorporate qualitative indicators.
38. BD confirmed that there were only about 10% of the public reports received turned out to be emergency cases, and from their operational experience, probably less than 1% triggered the cross consultation mechanism.
39. I have had the benefits of working in several private and public organizations, and personally involved deeply with a number of structural changes for the good and modern management of those organizations, all involving multi-disciplinary professionals. I have not been convinced that the present distinctive set up in BD, driven by historic events and staff union demands of which I am ignorant, is a logical and satisfactory arrangement for the Department in efficiently discharging its duties.

40. I believe that in confronting issues intermingled with structural, planning, legal and fire escape concerns, a mixed team with both building surveyors and structural engineers working hand in hand must be ideal. I have the impression that the Coroner in making his observations over the Ma Tau Wai tragedy might probably be following a similar trend of thought.
41. I have been given to understand that some of the historic major concern was job post creation and promotion prospects for different professional grades. I regret I cannot accept such suggestions. Creation of posts is in response to workload demand, and has no relevance to which profession the head comes from. As to prospect for promotion, it is universally recognized that people are promoted on merits and performance, irrespective of which profession they come from. I am surprised that such ideas are allowed to fester.

*The practice of issuing advisory letters prior to serving investigation / repair / demolition orders.*

42. BD's Report recommends the existing "*practice to issue advisory letter to the owners should be maintained*". The Report stated that the "*issue of advisory letters is not on the critical path of the progress of repair*".
43. I agree with BD's view on this, except that if the advisory letter is being issued in expectation of a statutory order to follow, and the order takes time to prepare (such as search of ownership title), then the HKIE's suggestion to mark the letter as the "Pre-Order Letter" or other similar appropriate description will make a difference.

*The consideration to be taken account of and timing for serving investigation / repair / demolition orders.*

44. BD's Report recommends that "*statutory orders should normally be served within one month when the ownership details are made available from the Land Registry*". The Report also recommended the creation of a new category "V – Severe" in Table 5 of the Manual for Inspection, Assessment and Repair of Buildings.
45. I agree with the recommendations, with the caveat that the time taken to retrieve ownership details should be minimized, with help from the Land Registry; and the frontline staff must be properly trained in the applicability of various categories in the Manual so that grey areas do not exist.

*The follow-up action on complaints received and investigation / repair / demolition orders issued.*

46. BD's Report considers the existing mechanism "*is sufficiently clear and well monitored*". The Report recommends that reports be submitted within one month after inspection, and the re-inspection cycle should commence after the issue of the order, and be monitored by appropriate internal committees chaired by senior officers.
47. Although this is slightly different from the "*say, every two weeks*" mentioned by the Coroner, I support BD's recommendation in general, as I presume the Coroner must be referring to cases similar to the Ma Tau Wai tragedy only.
48. During our discussion with the representatives from HKIS we mentioned about the use of modern site monitoring devices that can be activated to pass on information through the internet. HKIS fully supported this idea and suggested that this should be implemented immediately.

*The administration and monitoring of Government consultants and contractors in the carrying out of investigation and remedial works in default of the owners in complying with investigation / repair / demolition orders.*

49. BD's view is that the existing guidelines on consultants are sufficient, but recommends to enhance the monitoring of the performance of contractors and site work progress through a regular internal committee chaired by Chief Officer level.
50. I learned from BD that consultants contributed a lot in the process, particularly in the inspections of unauthorized building works in remote areas, and inspections of domestic units outside office hours, as many occupants leave their homes for work during day time, and access can only be granted in odd hours of the day or the week.

*Other significant observations.*

51. BD operates under the Buildings Ordinance, and its various authoritative powers are derived therefrom. Whilst BD's staff are law enforcement agents, they are invariably looked upon by the general public as civil servants – providing a service to the general public. The duties of the law enforcer and the service provider are not identical, and are quite often in conflict.

52. BD maintains, quite rightly, that the responsibilities of safety upkeep, maintenance and repairs of private buildings and structures rest with its respective owners. It is wrong to employ public funds and manpower resources to attend to dilapidations and unauthorized work caused by irresponsible owners. Unfortunately such principles are being ignored by owners for convenience and selfishness.
53. Work distractions – we learned from frontline staff that professionals are kept being disturbed while doing their professional work due to various distractions. As an example they quoted the follow up chasing of payments from property owners for work carried out by BD in their default. The other example is the taking of complaints direct from the public, media, Members of District Councils, LegCo Members and their assistants, Ombudsman etc.. They are required to contact occupants of various units painstakingly to arrange for access to site visits. Their morale are being constantly worn out by these irritating side issues.
54. I understand there is an existing arrangement for the public that if there are complaints about BD's services, these should be addressed to BD's Departmental Service Manager at 18/F Pioneer Centre. Apparently the public prefer to talk to the responsible professional officer direct with immediate access. Consideration may be given to the establishment of district complaint centres equipped with the appropriate updated information, even staffed with social workers, to pacify unusual complainants and to explain the BD's position.
55. BD's Report does not touch on human resources at all. If we accept that the workload is such that this Review should recommend the requirement of additional resources, then this is one of the few shortcomings of the BD's Report.
56. In my experience with other organizations, routine mundane matters such as some of those mentioned above can be taken care of by the accounts department and general clerical assistants.
57. The importance of civic education on the responsibility of safety and maintenance upkeep of private buildings and structures must be escalated. HKIS proposed that any such campaign should be jointly promoted by the various professional bodies as well as the Urban Renewal Authority and the Hong Kong Housing Society.
58. BD's Report touched on a number of items that requires a thorough system of continuous quality audit, and this should be followed up to ensure that the various recommendations are being properly carried out to achieve its purposes.

## Conclusions with Recommendations

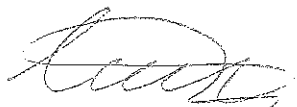
59. I have neither doubt nor hesitation on the competency of BD's professional and technical staff, but suggest that a proper structured learning course be developed to provide and assist fresh frontline staff on how to deal with inspections and reporting of emergency cases.
60. I suggest the provision of a suitable vehicle equipped with a computer for the immediate access to the database in BD at the disposal of the frontline staff in emergency cases.
61. Consideration should be given to the proposed setting up of special task forces on special cases, with external participation whenever appropriate.
62. A joint inspection team consisting of both Building Surveyors and Structural Engineers is not necessary, and not recommended.
63. I have no objection to the BD's Report's recommendations on cross consultation, but strongly believe that the existing structure should be re-vamped, in due course, so that operating teams have a mixture of Building Surveyors and Structural Engineers, and cross consultations can then take place inside teams, and that should be far less bureaucratic, and far more efficient.
64. The existing practice to issue advisory letters can be maintained, but I suggest the consideration of issuing "Pre-Order" (or similar suitable markings as appropriate) letters.
65. I agree with the creation of the new Category V – Severe for the Manual.
66. I urge to investigate into the possibility of further shortening the time required to retrieve records from the Land Registry.
67. Regarding follow-up actions I agree with BD's Report, but suggest the consideration of using more modern site monitoring devices.
68. We must not underestimate internal dissatisfactions that affect morale, particularly on matters such as work distractions. Attempts to alleviate such dissatisfaction must be welcomed with positive consequences. Ideas such as district complaint centres should be considered.

69. Apparently in BD's Report the heavy topic of human resources has been avoided. I have no information to judge whether this, being a most critical element, is a problem or not. At least it appears, without touching on professional and technical grades, more accounting and clerical support would definitely help.
70. I suggest that we must enhance civic education by coordinating with the participation of professional bodies, the Urban Renewal Authority and the Hong Kong Housing Society.
71. In parallel BD should instill a comprehensive Quality Assurance system to follow up on the above recommendations.

### Acknowledgement

72. I wish to take this opportunity to thank all the BD colleagues involved, Messrs. Ryan Chiu and Justin To of the Development Bureau, and the representatives from HKIA, HKIE and HKIS, without their assistance I would not have been able to carry out my appraisal.
73. I also wish to thank Professor Ko, the other appointed Independent Expert, for his guidance and advice throughout the Appraisal that are both enlightening and educational.

Signed: \_\_\_\_\_



Daniel C. Lam BBS, JP  
FHKIS, FRICS, FCI Arb, FHKI Arb, RPS(BS), AP

Date: 17 May 2012

End of the Appraisal.



**Daniel C. Lam BBS, JP**  
**FRICS, FHKIS, FHKI Arb, FCI Arb, AP, RPS(BS)**  
**Chartered Surveyor**  
**Chartered Arbitrator**

Mr. Lam is the Honorary Advisor to the DCL Consultants Limited. He is an expert in property development and construction, specialized on developments above railway stations and depots, and is a practicing arbitrator. He was the Director-Property of Hong Kong's Kowloon-Canton Railway Corporation (2000 – 2007). He first qualified as a Chartered Building Surveyor and registered as an Authorized Person under the Buildings Ordinance of Hong Kong. He is a Fellow of the Royal Institution of Chartered Surveyors and the Hong Kong Institute of Surveyors. He has been elected as a Chartered Arbitrator and listed on the London Panel of Arbitrators of the Chartered Institute of Arbitrators. He is also listed on similar panels in Hong Kong and Vancouver, and is appointed as Arbitrator to the China International Economic Trade Arbitration Commission and the Beijing Arbitration Commission. In 1995 Mr. Lam was appointed as Non-official Justice of Peace and in 2001 awarded the Bronze Bauhinia Star.

Mr. Lam was the President of the Hong Kong Institute of Surveyors in 1986-1987. Because of Mr. Lam's professional knowledge and interest in arbitration, he has been appointed as arbitrator in a number of cases. He is a Council member of the Hong Kong International Arbitration Centre since 1993, Chairman of its Mediators Accreditation Committee (2002-2006); and a Fellow and Past Chairman of the Hong Kong Institute of Arbitrators (1997-2000).

Mr. Lam has held a number of professional and public service positions in Hong Kong, such as member of the Land & Building Advisory Committee (1986-1990), Hong Kong Housing Authority (1993-2001) and Chairman of its Building Committee (1996-2001), and member of the Construction Industry Review Committee. During 1991-1993, Mr. Lam was appointed as a consultant to the World Bank, Washington DC, and contributed to a report on China's urban land policy. Since December 2008 he has been appointed as an independent non-executive director to Hong Kong's Urban Renewal Authority.

Mr. Lam's experience in property development extends beyond Hong Kong. For a considerable period of time he had also been responsible for project developments in major overseas cities and countries including London, Tokyo, New York, Paris, Frankfurt, Malaysia, Singapore, Indonesia, Middle East, North and South America. Mr. Lam worked for the Hongkong Land Group, Hong Kong Government, the Hongkong Bank (HSBC) Group, the Sime Darby Group and China Light & Power Group, before starting his own practice in 1993. Owing to Mr. Lam's involvement with the World Bank and as the Executive Director of Tian An China Investment Company Limited, he is very familiar with project development issues in Mainland China. Since 1997 Mr. Lam was appointed an independent non-executive director to the Hong Kong publicly listed Minmetals Land Limited which is part of China's Minmetals Group.

In August 2000, Mr. Lam joined the Kowloon-Canton Railway Corporation as its Director-Property to plan and direct all property development projects, as well as operating a sizeable leasing, licensing, advertising and property management portfolio. The total gross development value of projects is HK\$190 billion (US\$24.4 billion)\*, and the total value of the managed investments is HK\$11.3 billion (US\$1.45 billion)\* as at the end of May 2007. He left the Corporation in December 2007.

Mr. Lam was Chairman of the Surveying Department's Advisory Committee of the University of Hong Kong (HKU) from 1986 to 1991, External Examiner of HKU's Real Estate & Construction Department from 1995 to 1998, and appointed as its Honorary Professor for the terms of 2006-2014. In July 2003, the HKU School of Professional and Continuing Education appointed Mr Lam as Adjunct Professor. Mr Lam was appointed as member of the Department of Building and Construction Advisory Committee, City University of Hong Kong, in 1994 and as the Chairman during 1997-1998.

Mr. Lam initiated a research on the quality of life of people living along mass transit lines whilst he was working in the railway corporation – called “Linear City”. This was carried out by 4 universities jointly for 5 years (2002-2007), led by the Chinese University of Hong Kong. Mr. Lam was subsequently invited to present the research subject at the Rail Station Development Conference in London (12-14 Nov. 2007), the Asia Pacific Rail 2008 Conference in Bangkok (11-13 Mar. 2008), the MetroRail 2008 Conference in Copenhagen (1-3 Apr. 2008) and the Intersite Symposium in Johannesburg and Cape Town (8 – 13 Jun. 2008).

\*Rate of exchange as at 25 May 2007 – HK\$7.78 to US\$1.00

July 2011



DIRECTORSHIP – DANIEL C LAM

Company Name	Place of Incorporation	Nature of Business	Commencement Date
<i>Private Companies</i>			
● Tango Toys Limited (Director)	Hong Kong	Toys Trading Business	18 Sept 1996
● Comrade Development Limited (Director)	Hong Kong	(Dormant)	
● Hinson Consultants (Director)	Hong Kong	Home hobby classes (Dormant)	
● China Target International (Director)	Hong Kong	Development & planning consultancy for PRC projects (Dormant)	
● Iconic Square Limited (Director)	Hong Kong	Arts with Dining	October 2009
● Bloom Express Limited (Director)	Hong Kong	Restaurant and Catering	December 2009
● Honest Day Corporation Limited (Director)	Hong Kong	Food and Beverage	April 2010
● RECAS Strategic Development Investment Management Limited (Director)	Hong Kong	Investments to Real Estate Capital Assets	2010
● First Creation Enterprise Limited	Hong Kong	Food and Beverage	December 2010
<i>Public Company (listed)</i>			
● Minmetals Land Limited (Independent Non-Executive Director)	Hong Kong	Land Development & Investments	22 May 1997

DIRECTORSHIP – DANIEL C LAM

Company Name	Place of Incorporation	Nature of Business	Commencement Date
<i>General</i>			
● Shanghai City Development Law Firm (Advisor)	Shanghai	Construction & Development Advocacy	1996
● DCL Consultants Limited (Honorary Advisor)	Hong Kong	Building, Construction & Development Consultancy	2008
<i>Public Service</i>			
● Urban Renewal Authority (Director)		Urban Renewal & Heritage Preservation	2008
● Disciplinary Tribunal Panel under the Electricity Ordinance (Chapter 406) (Member)		Electricity Ordinance Disciplinary Cases	2009
● Hong Kong Association of Youth Development (Executive Committee Member)		Youth Development	2009
● Independent Expert		Review on the Operations of the Buildings Department	2011
<i>Current Arbitration/Mediation Cases</i>			
● A.B. v. B.P.			2006
● T.E.L. v. C.W.F.J.V./C.W.			2009
● S.W.B.P. v. L.C.V.J.V.			2010
● P.V.S. v. L.I.			2011
● W.G.A. v. IOs K.F., H.F., K.F. & K.F. Bldg			2012

## Independent Review on the Operations of the Buildings Department

### Summary of Meetings Held (as of 20 April 2012)

Date	From	To	Meeting	Attendees
19 Jan	1000	1230	Briefing Session on WG's Report	<u>DEVB</u> Mr Ryan CHIU PAS(PL)3 Mr Justin TO AS(B)2 <u>BD</u> Mr Paul PANG Tat-choi AD/EB1 Mrs HUI Ming-fong CSE/C; Co-chairman of WG Mr AU Wing-hung CBS/D; Co-chairman of WG Mr TANG Kwok-kuen SSE/C1; Member of WG
15 Feb	1430	1830	Meeting with the BD's WG	<u>DEVB</u> Mr Ryan CHIU PAS(PL)3 <u>WG of BD</u> Mrs HUI Ming-fong CSE/C; Co-chairman of WG Mr TANG Kwok-kuen SSE/C1; Member of WG Mr TSANG Po-king SBS/D2; Member of WG Mr Edwin HONG BS/D2-2; Member of WG Mr LUK Man-kit SE/C5-1; Secretary to WG

12 Mar	1430	1830	Meeting with Staff of the BD	<u>DEVB</u> Mr Ryan CHIU PAS(PL)3 <u>BD</u> Mr CHEUNG Wai-ping BS/A1-2 Mr YAN Tik-pang BS/A4-3 Mr CHEUNG Hiu-wai BS/B1-2 Mr CHUNG Hung-yu, Rex BS/B4-1 Mr LAI Man-tai SE/C3-1 Mr CHAN Chun-kong SE/C4-1 Mr U Man-yiu, Man BS/D1-3 Mr HO Chun-sang, Son BS/D5-2 Mr LAW Kwan-pui, Alan BS/E1-1 Mr CHOI Hung-kei, Ken BS/E4-3 Mr CHU Yu-tin, Albert SE/F3-1 Mr TANG Hing-fung SE/F5-2
21 Mar	0925	1125	Site Inspection with BD staff	<u>BD</u> Mr. Edwin HONG BS/D2-2 Mr. LEUNG Tsz-kin SO/D2-2 Mr. Ray CHEUNG SE/F5-4 Mr. IP Man HUNG TO/F5-4

27 Mar	1030	1215	Meeting with President of HKIE	<u>DEVB</u> Mr Ryan CHIU PAS(PL)3 Mr Justin TO AS(B)2 <u>HKIE</u> Ir Dr CHAN Fuk-cheung President
2 Apr	1600	1730	Meeting with Representatives of HKIS	<u>DEVB</u> Mr Ryan CHIU PAS(PL)3 Mr Justin TO AS(B)2 <u>HKIS</u> Mr Vincent HO Kui-yip Chairman of BSD Mr David CHAN Wah-wai Spokesman of BSD Mr Kenny TSE Chi-kin Council Member of BSD Mr Alan SIN Kwok-leung Council Member of BSD
11 Apr	1030	1230	Meeting with DB	<u>DEVB</u> Mr Ryan CHIU PAS(PL)3 Mr Justin TO AS(B)2 <u>BD</u> Mr AU choi-kai DB Mr HUI Siu-wai DDB Mrs HUI Ming-fong CSE/C; Co-chairman of WG Mr AU Wing-hung CBS/D; Co-chairman of WG

13 Apr	1000	1130	Meeting with Representatives of HKIA	<u>DEVB</u> Mr Ryan CHIU PAS(PL)3 Mr Justin TO AS(B)2 <u>HKIA</u> Mr Artur AU YEUNG Chi-king Member of BC Mr Dickie LAU Kam-sing Member of HKIA Mr TSANG Man-biu Member of BC
20 Apr	1500	1730	Meeting with BD on contract management	<u>DEVB</u> Mr Ryan CHIU PAS(PL)3 <u>BD</u> Mrs HUI Ming-fong CSE/C; Co-chairman of WG Mr AU Wing-hung CBS/D; Co-chairman of WG Mr TANG Kwok-kuen SSE/C1; Member of WG Mr CHAN Tin-lun, Peter SBS/Contract Management

*Legend:*

DEVB:	Development Bureau
BD:	Buildings Department
WG:	Working Group
HKIA:	The Hong Kong Institute of Architects
HKIE:	The Hong Kong Institute of Engineers
HKIS:	The Hong Kong Institute of Surveyors
BC:	Buildings Committee of the Board of Local Affairs under the HKIA
BSD:	Building Surveying Division under the HKIS
PAS(PL)3:	Principal Assistant Secretary (Planning and Lands)3
AS(B)2:	Assistant Secretary (Buildings)2
DB:	Director of Buildings
DDB:	Deputy Director of Buildings
AD/EB1:	Assistant Director / Existing Buildings 1
CBS:	Chief Building Surveyor
CSE:	Chief Structural Engineer
SBS:	Senior Building Surveyor
SSE:	Senior Structural Engineer
BS:	Building Surveyor
SE:	Structural Engineer
SO	Survey Officer
TO	Technical Officer