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## From the Editor

### 編者話

The successful candidate of the Legco election 2004 in the functional constituency of architects, surveyors, planners and landscape architects being Professor Lau, an architect by profession will provide a different environment in the coming four years for Surveyors' voice in Legco. In other words, if our representative is not fully aware of the expertise of a surveyor, many indeed seem to find the way for its identity, there have been difficulty in recent years responding in a few words what a surveyor is, we would need to advise our elected member from time to time our expertise under the various fronts to help foster the public image of a surveyor to give a clear and unbiased view of the surveying profession. In addition to the number of members of our Institute comprising about 6,000 members locally we should advise the profession's contributions to the society, not forgetting our relationship with counterparts in other parts of the world; our reciprocity agreement with Mainland, cooperation agreement with RICS and more recently the formation of the Surveyors' Alliance Asia. This should be read in depth by the elected and with interest by the public at large for a more revealing image of the profession and its role in property development and contributions to the society.


We hope Professor the Honourable Patrick Lau will appeal vis-a-vis for the use of available land resources, which is though scarce in Hong Kong is still left unattended either economically unviable for any redevelopment to take place through the operation of the market forces or blighted by prevailing government policies. Any tools or means of development of the scarce land resources must be effective and efficient. In general, we are pleased to see that changes are being introduced under the Town Planning Ordinance for more public participation instead of consultation leading to more certainty in investing in property. The elected should be made aware of the importance of surveyors' participation in the overall planning changes which would have an effect on the implementation of the planned layout and we should too whenever and wherever we are available to contribute or our voices are not known. He should be made aware of our contribution in urban renewal from the initial planning stage to the final implementation stage till the completed project's management and maintenance, same as to development and redevelopment of private properties as well as our contributions to the effective means of encouraging development or redevelopment from the assessment of its viability.

We urge for more efficient use of resources for the improvement of the Hong Kong economy as a whole, recognizing the value of surveyors contributions in real estate services. Better use of available land resources in the New Territories as against the 'control' of development by imposing unnecessary restrictions under different level of administrative barriers. When there are more steps, it would mean costly implementation without flexibility and lack of certainty. On the one hand land has been lying idle, which should be open up for some uses meeting demands our planning has not catered for. On the other hand, to avoid repetitive administrative controls, developers tend to favour government auctions for what they called 'virgin land' free from government red-tapes in modifications or land exchanges due to the change in government policies and town planning restrictions. We should voice out these factors and considerations for the benefit of Hong Kong as a whole. We believe our involvement in the development process will gain momentum when our voices are heard. Real estate development and management require the expertise of land surveyors, quantity surveyors, building surveyors, and general practice surveyors.



# Our Voice in the LegCo



 On the 12<sup>th</sup> of September, member voters should have expressed their will by casting a vote to the one whom they believe would best represent the Architectural, Surveying and Planning Functional Constituency in the 2004–2008 LegCo.

For the Election, we are pleased to note that quite some members are keen to serve the constituency as there were altogether six candidates competing for the seat. Throughout the two months long election campaign, constituency members would have heard about each candidate's platform and pledge. By the time this message is received, each one of us would have known the result of the Election. No matter an architect, a surveyor or a planner is elected, the key question is how to carry out what has been promised diligently and to continue acting in the best interest of the professions in the coming four years.

The Architectural, Surveying and Planning functional constituency comprises four professions. For surveyor voters, it is quite logical that the majority would like to elect one who would faithfully represent the surveyors in the Legislative Council and to act for the betterment of the profession. When a non-surveyor is elected, we should not feel discouraged as after all the elected is the one most preferred by the constituency members. We should

act positively. Endeavours should be made to build up good communication and working relationship with the elected Member of the LegCo representing our functional constituency and to ensure he has the best understanding of surveyors' concerns. We should let him know what surveyors would like to pursue, such as ways to enhance our standing in society and how to join hands with other professions to go after common objectives. All these are important tasks for the current as well as the incoming Council of the Institute in the next four years.

We have had a surveyor representing the functional constituency in the LegCo over the last four years and the Institute is most grateful to Mr. P. C. Lau's hard work for the surveying profession. Whilst surveyor members heartily congratulate the newly elected Legislative Councilor, we would certainly hope he could accomplish more and act in the best interest of the four professions in the coming four years.

Let's unite and work towards a new horizon.

Tony Tse *President*

# 測量界

## 在立法會裏的

## 聲音



9

月12日，會員選民應已履行其義務，就建築、測量及規劃功能組別內向其可信賴的候選人投下信心的一票，好讓我們界別的聲音在新一屆立法會內得到表達。

是次立法會選舉，建築、測量及規劃功能組別內的候選參與特別激烈，一共有6位候選人競爭一個席位。競選期間，各位候選人都有機會向功能組別內的選民介紹他的政見及理念。本文見報之日，選舉結果應已塵埃落定。無論是一位建築師、測量師或是規劃師獲選，最重要的是當選議員在未來四年裏，努力地履行及落實其有關承諾並積極地為業界爭取利益。

建築、測量及規劃功能組別包含了四個專業。對測量界的選民來說，期望一位測量師獲選是完全可以理解的，試問有誰更能明白測量界選民的需要呢？然而，當選的議員若非來自測量界，我們也不應氣餒；因為，誰人獲選正反映了選民心中的取向。在此，我鼓勵大家從正面的角度來看事情。我們應與當選的議員取得良好的溝通並建立順暢的工作關係，務求爭取他能廣泛諮詢業界，理解測量界的需

要及目標，坦率提出我們的要求，從而使其能發揮代言人的角色。另一個關鍵是我們應該讓當選的議員明白測量界的憂慮和理想，對專業聲譽及社會地位的重視，以及如何跟其它專業為共同目標努力。這一切一切，均為學會未來四屆理事會將要肩負的重任。

過去四年，建築、測量及規劃功能組別由一位測量師代表，學會對劉炳章先生作出的努力及貢獻表示衷心的感謝。我們祝賀新當選的議員之餘，更期望他能在未來四年裏，肩負使命，全力以赴，為業界作更良好的政績。

讓我們團結一起，共同為將來作出努力！

謝偉銓 會長

## Report from Chairman

### of the Working Group on HKIS / RICS Relationship

Stephen Liu  
Chairman  
Working Group  
on HKIS/RICS Relationship

Some members are not aware of the background of the formation of the Working Group by the General Council in June this year and why there is a need to review the relationship between HKIS and RICS.

An Open Discussion Forum was arranged on 23 September 2004 in the Surveyors Learning Centre to let members express their views and suggestions on this matter for the Working Group to consider.

I would like to give a brief interim report as follows:

#### Background

Back in October 1996, the RICS (Hong Kong Branch) voted in an EGM in favour to dissolve itself as the last RICS overseas branch outside the UK.

The Branch was formally dissolved on 31 August 1997. Since then, HKIS, like the other major Hong Kong local professional bodies e.g. HKIA, HKIE, HKIP, HKICPA (formerly HKSA), the Law Society of Hong Kong, HK Medical Association, etc. became the only professional institute representing their respective profession in Hong Kong. However, in order to look after the interest of RICS members in Hong Kong, HKIS and RICS entered into a Co-operation Agreement in 1998. The main issues of the Agreement were:

Transition arrangement from 1997 to 2000 for remaining RICS APC candidates in Hong Kong so that they may continue their pursuit of the qualification of chartered surveyors.

Membership reciprocity without any need to have local experience in the other country.

Educational arrangement – RICS would not normally admit to its APC any candidate who normally works or studies in Hong Kong and vice versa.

In July 2004, RICS officially returned to Hong Kong by setting up a Hong Kong Chapter as part of the globalization strategy of RICS. Apart from the HK Chapter, there are other chapters in China and some other Asian and Pacific Region countries. They claimed that the two main missions of RICS coming back to Hong Kong are:

to provide better services to RICS members in Hong Kong, and;

to work hand in hand with HKIS and other local professional bodies to further raise the profile and status of chartered surveyors in Hong Kong and in the Region.

However, on a number of occasions, either in the media or in discussion with the Institute, the creation of RICS HK Chapter has caused confusion and misunderstanding to the public and to our members on the real benefit of the return of RICS to Hong Kong and the effect on HKIS as the local professional institute for the surveying profession.

In view of this, the General Council set up a Working Group in June this year to review the relationship between HKIS and RICS with the Terms of Reference as follows:

To review the existing co-operation agreement signed between HKIS and RICS in 1998 and assess the need for changes to meet prevailing circumstances.

To review and recommend to the General Council for action on RICS globalisation strategy and the setting up of the Hong Kong Chapter.

The Working Group has so far met three times to discuss this matter. The President and I had a separate meeting with the Chairman, Vice Chairman and Hon Secretary of the RICS HK Chapter.

#### Changes to RICS

Since the signing of the Co-operation Agreement with RICS, there has been a number of changes to the RICS structure and its philosophy.

Firstly, RICS is viewing itself as an international leading property professional body instead of a UK professional institute. In the 1990s, RICS closed down all overseas branches and concentrated in its UK matters. However, in recent years, they adopted a globalization strategy and re-established their presence in Europe, America and Asia Pacific Region and amongst other areas aiming at capitalizing on opportunities for RICS in China.

Secondly, RICS have changed from the traditional Division Structure to Faculty Structure.

Thirdly, RICS have changed their APC format.

Fourthly, RICS has proposed to merge with a number of other institutes and when rejected by these institutes, members of these institutes were offered RICS membership.

The last two items are more related to the Hong Kong Chapter. The President and I had arranged a meeting with the representatives from the RICS HK Chapter to voice out our concern on the RICS return to Hong Kong in July this year. At the end of the meeting, Mr. David Tse, Chairman of the HK Chapter said that in future, all communication with RICS should be made to the HK Chapter. We were very surprised to hear this statement as HKIS and RICS should be of equal standing but not with the HK Chapter. We are still waiting for the response from RICS London to clarify this new arrangement.

Finally, RICS HK Chapter is insisting to hold their own APC in Hong Kong for the Project Management and Facility Management faculty despite our reservation of running RICS APC in Hong Kong which we reckon, is in contradiction to the spirit of the Co-operation Agreement.

### Initial View of the Working Group

Firstly, the Working Group considered that the original purposes of looking after the remaining RICS APC candidates for three years after the dissolution of RICS HK Branch had been fulfilled. In view of the one sided change from Division to Faculty system for RICS, the reciprocity arrangement needs to be reviewed. This has been voiced out by RICS before in their proposal for a co-branded APC system in Hong Kong back in October 2003. In their proposal, they said as quoted **Thus the existing RICS/HKIS Agreement no longer meets the needs of the two professional bodies** unquoted. So far around the world, only RICS has adopted the faculty approach while other professional institutes either follow the traditional system or have separate bodies for different discipline or expertise.

Secondly, we see RICS HK Chapter as our partner in term of promoting and elevating the professional standard and image of the surveying profession but is also our competitor in promoting HKIS as the only local body representing the interest of the surveying profession in Hong Kong and also exporting our services to the Mainland.

Thirdly, we are very concerned on RICS offering membership to some institutes whose members may not be up to the professional standard as HKIS would accept e.g. members of ICES (Institute of Civil Engineering Surveyors) are working under HKIS members as technical grade in the Lands Department.

Fourthly, we do not want to see RICS HK Chapter taking up the role as a separate professional institute in Hong Kong and cast confusion to the public and our members on which is the leading and responsible institute for the building and property professionals in Hong Kong.

HKIS get the full support of the Government of the HKSAR. The Hong Kong Institute of Surveyors Ordinance and the Surveyors Registration Ordinance both were passed in 1990. HKIS has the duty and obligation to uphold the professional standard and regulate the surveying profession in Hong Kong.

Hong Kong used to be an importer of professional services when it was still a British Colony and the economy was good.

Now, Hong Kong has transformed into an exporter of professional services. You can see how many Hong Kong professional firms have opened offices in the Mainland and how many HKIS members are working in the Mainland. HKIS membership should be an edge in promoting our business outside Hong Kong and bring benefit to our members in exporting our services.

In conclusion, the Working Group does not see any benefit to members of HKIS for the RICS return to Hong Kong.

The most important thing is that HKIS should get all members support and to grow stronger and stronger and react to changes to meet the prevailing circumstances in both Hong Kong and internationally.

It is also time to review the Co-operation Agreement with RICS to come up with a new agreement to reflect the latest development of the profession and the changes to both Institutes. A reciprocity arrangement with RICS as with other international professional institutes may be an option.

If any member has any further views and comments on this matter, please do not hesitate to contact the Working Group on [stephen\\_liu@hkis.org.hk](mailto:stephen_liu@hkis.org.hk).

## Mainland Boosts Demand

### for Qualified Surveyors

The SVP, TT Cheung, has been quoted by the press on 17 September, saying the following:

... the demand for professional surveyors far exceeds the supply, even though as of August 2004, there were already 6,212 HKIS members, everything indicates that there should be abundant opportunities for anyone wanting to get into the field...

Mr Cheung explains that there are five formal surveying disciplines and respective duties cover everything from overseeing construction projects to supervising commercial contracts, managing cost control and advising on functional land use.

In the past, the profession tends to be male-dominated but that is now changing. The professional is by no means only site-based work, the profession needs people with a good eye for detail and excellent communication skills.

In a move towards further improvements, the HKIS Constitution and Bylaws have been amended and technical staff can now apply for membership. With the stipulation that they must receive proper supervision for no less than two years, candidates can sit for the Assessment of Technical Competence to become a qualified technical associate.

According to Mr Cheung, surveying prospects may include:

- Stable career with very good long term opportunities
- Variety within the profession to suit different types of personality
- Demand locally in both public and private sectors plus in the Mainland
- Clear and comprehensive system of training leading to qualification
- Professional association to maintain the highest overall standards

## CPD/PQSL Announcements

Please be informed that CPD/PQSL event announcements will now appear within the EVENTS ANNOUNCEMENT section, forming part of the Surveyors Times. Members are requested to use

## Education & Careers

### Expo 19-22 February 2005

The Institute will be participating in the forthcoming Careers Expo with a view to promoting the surveying profession. A working group has been set up for this event.

## CII-HK Conference 2004

### on Construction Partnering: Our Partnering Journey - Where Are We Now, and Where Are We Heading?

This Conference, which will take place on 9 December 2004 in the Sheraton Hong Kong Hotel and Towers, is to provide a forum for construction stakeholders and academia to share and discuss knowledge, experiences, challenges during the period of economic recovery. For more details, please visit [www.ciihk.org.hk](http://www.ciihk.org.hk)

## ANNOUNCEMENT

Due to film errors in the July 2004 issue of the  
HONG KONG SURVEYOR  
the article on

### MANAGING VERBAL INSTRUCTIONS THROUGH THE WEB

will be re-printed in the December 2004 issue of the  
HONG KONG SURVEYOR  
for the benefit of our readers.

Our apologies for any inconvenience this may have caused.

Conrad Tang  
Editor-in-Chief  
Vol 15 Issue 1

the STANDARD REGISTRATION FORM for all CPD/PQSL events registration. Please direct enquiries to Donna at the Secretariat on 2526 3679 or email: [cpd@hkis.org.hk](mailto:cpd@hkis.org.hk)

### 雲南省科學技術協會來訪



9月20日上午，雲南省科學技術協會諮詢部，昆明冶金高等專科學校，雲南地礦測繪院有限公司，雲南省有色地質勘測設計院及測繪隊，和雲南省有色地質勘測設計股份有限公司代表，取道澳門到港拜訪學會。土地測量組副主席邵偉青，理事陳漢鋸及郭志和接待了遠道而來的十四位客人。會議上，雙方作了友好的交流並表示會保持緊密聯系。



## Club and Association Box at Hong Kong Jockey Club

HKIS members may now enjoy these ideal venues for business entertaining and leisure

Catering packages start from  
HK\$280 to HK\$330 without any service charge

Admission badge  
for non-Jockey Club member is HK\$50

Please direct bookings to Margaret  
at the Secretariat on 2526 3679.



### 錦州遼西資產評估事務所來訪

9月21日上午，錦州遼西資產評估事務所，錦州市房屋產權監理處及錦州重型機械股份有限公司的代表來訪學會。產業測量組副主席劉詩韻及理事張一輝作了接待。

幾位代表對學會的運作表示興趣，雙方都提出了進一步溝通的愿望。



## 第四屆海峽兩岸測繪發展研討會

2004年8月16至18日 吉林省長春市

陳志端 中國事務委員會



上一屆兩岸測繪發展研討會於二零零零年十二月在香港舉行，香港測量師學會是主辦單位之一，第四屆兩岸測繪發展研討會本於去年八月在吉林省長春市舉行，但因沙士關係，改為今年在原地舉行。

吉林省長春市是我國著名工業城市，歷史名城，又是塞北春城，市內街道寬闊，百貨公司林立，晚上街道車水馬龍，好不熱鬧。會議在市中心區香格里拉酒店舉行。

八月十六日早上九時國家測繪局喻永昌副局長主持大會開幕，大會首先為剛與世長辭的測繪科技大師陳永齡院士默哀一分鐘，嘉賓席除了吉林省和長春市領導人外，還有台灣地籍測量學會理事長、香港地政總署副署長（測繪事務）、澳門地圖繪製暨地籍局局長和香港理工大學土地測量及地理資訊學系系主任等。大概二百五十人參加這次研討會，其中台灣代表團三十八人，香港代表團二十二人、澳門代表團四人。

開幕禮簡短而隆重，隨後國家測繪局陳邦柱局長在開幕禮上代表國家測繪局熱烈歡迎各代表，他讚揚這個研討會使兩岸測繪界同仁得以保持經常性的聯繫和溝通，共同發展合作，共同製訂對策，迎接挑戰。他隨後介紹中國大陸近年測繪的進展和有關法制的設立和修訂。新修訂的測繪法已於二零零二年實施，其它如**註冊測量師執行資格制度暫行規定**等都在修訂中；另外數字中國地理空間框架已見成效，其它基礎測繪數據不斷增加，造福社會。

吉林省陳曉光副省長代表吉林省人民政府熱烈歡迎與會的港澳臺代表，他除感謝大會在吉林省舉行外，還指出測繪工作是經濟和



社會發展的前期性、基礎性工作，在國民經濟和社會信息化中具有不可替代的地位和作用。

早上九時半研討會開始，整個早上發言的都是重量級人仕，計有國家測繪局喻永昌副局長的大陸測繪管理與法制建設、台灣地籍測量學會曾德福理事長的台灣測繪近年的發展、中國科學院陳俊勇院士的大陸測繪事業近五十年的發展、香港地政總署歐陽炳光副署長的香港測繪發展和澳門地圖繪製暨地籍局張紹基代局長的澳門測量與地籍的發展。每一位代表發言時台下都鴉雀無聲，發言後都是掌聲如雷，這可看出演詞內容的豐富。兩岸四地近年測繪事業飛躍，比較世界任何一地毫不遜色。



下午分為兩節，主講人也是重量級人仕。上節發言的有四位，中國科學院和中國工程院的李德仁院士講述中國對地觀測現狀與近期發展，他精簡地介紹人衛鐳射測距(SLR)、鐳射測月(LLR)、基線射電干涉(VLBI)和衛星測高技术(SAT)等等。台灣交通大學的黃金維教授講述台灣的中華三號衛星任務目標和對大地測量的貢獻，三號衛星共有六顆，差不多覆蓋全球，可收集各種天氣因子。中國科學院許厚澤院士介紹地球動力場觀察技術與方法，動力的變更代表了地殼的變動和升降。最後發言的是香港理工大學的陳永奇教授，他的題目是位置信息服務(LBS)技術的發展，陳教授預期此種服務需求會急劇上升，因此商機無限。

下節發言的也是四位，首先是中國工程院張祖勛院士談攝影測量的發展與展望，隨着數碼相機的普及，中國大陸展開很多研究和推展更多工序自動化。中國測繪學會楊凱理事長介紹大陸數字化測繪技術體系建設，目的是和世界接軌。中國測繪科學研究院林宗堅教授講述3S(GPS, GIS, Remote Sensing)研究的若干新成果，很多國產測繪儀器已建立名堂，不但很多第三世界國家採用，而且也有日、韓買家，價錢當然比歐西產品便宜數倍。最後發言的是國家基礎信息中心的陳軍主任講述GIS空間數據庫更新的研究，陳教授是世界知名GIS專家，他主持的國家基礎信息中心這幾年對國家貢獻很大，尤其是對各大災害的信息提供，增強了很多工作的效率，隨着科技的進步，如何更新資料庫成為一個很大的挑戰。





晚上為招待會，主客濟濟一堂，吉林省測繪局特別邀請著名藝人表演東北著名的二人轉、京曲和舞蹈等，我們香港代表團更在台上高歌一曲東方之珠，著名詩人測量師梁守肫前會長更即席揮豪，獲得全場掌聲。他的對聯是無錫錫山山無錫、長春春草草長春，那天晚上各人都盡興而返。

八月十七日是研討會的高潮，全日共分四節，每節都分別在兩個不同場地舉行，因為收到差不多一百篇論文，所以每一講者都只有十分鐘發言時間，香港代表團非常活躍，差不多每一節都有發言。很多人都因兩個場所而煩惱，真是魚與熊掌，不知如何選擇。兩個場所共八節的內容如下：

1. 測繪在國民經濟和社會信息化中的定位與作用
2. 工程測量、地籍測量、房產測量與海洋測量的新方法和新模型
3. 現代地圖製圖與地理信息工程(一)
4. 網絡化、互操作 GIS 技術與應用
5. 大地測量的新技術、新方法和新應用
6. 新一代航空航天遙感系統的數據處理與應用
7. 現代地圖製圖與地理信息工程(二)
8. 地理信息標準、政策、數據產品模式、測繪教育與人才培養

研討會完畢後已是下午五時多了，大會特預備了專車，接載各人參觀吉林省測繪局，吉林省測繪局在全國規模中不算大，但在現代化、信息化、數字化和基礎測繪方面都走在了前列，該局不但負責吉林省測繪工作，更承接了日本一些地方的製圖工作。在該局的悉心安排下，來賓有秩序地參觀了下列數個系統。

1. 數字吉林地理空間網站
2. 道路運輸地理信息系統
3. 房產管理系統
4. 基礎地理信息分發服務管理系統
5. 地下綜合管網信息管理系统
6. 三維景觀演示
7. 國土資源局辦公信息系統

離開測繪局時梁守肫先生再在紀念冊上寫下下列對聯，此聯上嵌長春，下嵌吉林。

長聚專才招大吉

春臨勝地孕豐林

晚上吉林省人民政府特在市中心吉隆坡大酒店設盛宴款待各代表，賓主暢所欲言，互相祝賀身心健康，測繪事業更上層樓，賓主並互相致送紀念品，宴會在一陣拍照聲、歡笑聲、敬酒聲和掌聲中結束。

八月十八日早上九時研討會特別舉辦兩個專題論壇，一個是中國大陸楊凱教授、台灣張芝生先生和兩岸專家共同討論的海峽兩岸測繪學名詞對照，這是一個非常實用性和前瞻性的討論。另一個是香港陳克先生、國家測繪局張文暉女士和台灣鄭宏達先生聯合主持的測繪執業資格制度，香港和台灣的制度已運行多年，大家都耳熟能詳；所以大家都小心聆聽張女士的演詞，祖國為了早日和世界接軌，正在制訂一系列配套法規和規章，其中最矚目是註冊測量師執業資格制度暫行規定，香港代表們發表很多意見，喻局長都答應一一作為參考和考慮。

研討會於早上十一時隆重舉行閉幕典禮，研討會秘書處王倩主任致辭後，台、港、澳代表分別致辭，最後是東道主吉林省測繪局韓來發局長致辭。他跟着把會議標誌物交給台灣代表邱仲銘教授，邱教授再三歡迎海峽兩岸代表在二零零七年在台灣宜蘭市再聚首一堂，薪火相傳，繼續發揮研討會的精神。

本人是香港測量師學會參加這次研討會成員之一，在會中發表了香港地籍測繪簡介，三日研討會得益之多，真是難以形容。會議論文無論質和量都達到世界前列水平，如果進度保持不變，海峽兩岸測繪事業執世界牛耳之日將指日可待。

研討會更安排會議後觀光偽皇宮及長白山等名勝，長春市剛成立二百年，比香港開埠早四十年，我在酒店內一口氣讀了“記着長春”這本歷史書，就像再溫習了一次中國近代史，長春人和香港人一樣，樂觀、勤奮、拼搏和永不言敗，兩個城市都有一個更美好的明天。最後我以下列梁守肫先生詠偽皇宮短詩一首結束本文。（有關研討會的論文已存放在香港測量師學會圖書館，讀者可隨時借閱參考）。

荒唐歷史偽皇宮  
復辟前朝太熱衷  
三度登基終傀儡  
一場春夢陷牢籠

## 9月4日「滬港估價學術研討會」圓滿成功



香港測量師學會與上海市房地產估價師協會(SREAA)於9月4日在上海市聯合舉辦「滬港估價學術研討會」。

會上, 香港測量師學會會長謝偉銓指出本年八月二十日, 中國房地產估價師學會與香港測量師學會在北京舉行了第一批專業資格互認證書扮授的典禮, 標誌內地與香港估價專業緊密合作的好開始。兩星期後的今天, 他能在上海與由上海市房地產估價師協會與香港測量師學會聯合舉辦之「滬港估價學術研討會」中與大家見面, 他實在很高興。

當天研討會的主題是「城市拆遷評估」, 謝會長指出這是一個重要的課題。上海和香港都是人口眾多的城市, 需要大量土地及發展。但可供發展土地是有限的, 在重建及發展期間都會碰到大大小小的問題。



最後, 謝會長感謝上海市房地資源管理局領導們的支持, 特別是吳賽珍會長的安排及有關人員為舉辦此研討會的努力工作, 更要多謝各位專家講者。他又祝願當天的研討會圓滿成功, 更希望出席的朋友們能享受及擁有這豐盛的一天。

城市是活的, 不斷改變的, 居住環境, 空間的要求和標準, 建築的設計與用料, 都隨着時間的不斷改變, 但土地卻不會變多、變大。我們因此常常需要將已發展的土地改變用途, 提昇效益。不規範的、零散的土地通過重整、規劃可以產生更高的經濟價值, 更大的社會價值。故此城市房屋拆遷將是政府、市民、投資者需要處理的問題。隨着房屋產權的肯定及房地產市場化, 評估在整個房地產市場上的角色越來越重要, 在拆遷中所扮演的角色更顯突出。他謹希望通過上海與香港兩會合辦的估價學術研討會, 能夠將兩地的法規、環境及經驗一起分享, 提升兩地有關的學術水平。

研討會論文的内容包括: 香港舊區重建的政策、法規; 香港城市房屋拆遷補償的評估法規與評估方法; 香港城市房屋拆遷補償的評估參考案例; 香港城市重建規劃區內動遷補償糾紛及處理; 上海市城市房屋拆遷管理實施細則及有關城市房屋拆遷評估管理法規; 上海市城市房屋拆遷評估技術規範; 上海市城市房屋拆遷評估案例; 上海市城市房屋動拆遷評估結果爭議處理。

## 55<sup>th</sup> Anniversary of the Founding of the People's Republic of China

The President, Tony Tse, was in Beijing on 30 September 2004 to attend a ceremony to celebrate the 55<sup>th</sup> Anniversary of the Founding of the People's Republic of China.

## **IVSC Meeting in the Hague**

The President, Tony Tse and Chairman of the Board of Membership, KK Chiu were in the Hague from 2nd to 5th October 2004. They attended the IVSC Standards Board Meeting, IVSC Management Board Meeting and the IVSC AGM.

## **Surveyors' Alliance Asia**

The HKIS, ISM & SISV have agreed on the formation of the Surveyors' Alliance Asia and the signing of the Alliance Agreement is scheduled to take place on 19 November 2004 at the HKIS Annual Dinner in Hong Kong.

## Building Surveying Division

### Chairman's Message



Raymond Chan  
BSD Council Chairman

I have been extremely busy during the last 3 months and have not written anything in here. Sorry for that. However, the work of BSD Council has been progressing as usual. I like to report on the following:

#### Visit by National President and CEO of Australian Institute of Building Surveyors (AIBS)

They visited Hong Kong from 6 to 8 July. We showed the visitors to the Building Department, the Housing department, HKIS, a private BS firm, and other locations of building surveyors' interest to enable them to know us better. Currently, AIBS accepts BS members of HKIS to apply for direct membership of AIBS. We have several dozens of AIBS members in Hong Kong who are also HKIS members.

They gave a talk to our members on 6 July in the SLC. The talk was interesting, informative and well attended.



I have noted these interesting things about AIBS and private certification in Australia:

- (i) The private certification system started in some areas of Australia about 15 years ago. Now, private certification is available in most areas of Australia.
- (ii) Today, in areas with private certification, about 70% of the total submissions are still made to the authorities. However, the remaining 30% of submission vetted by private certifiers represents about 70% of the total value of work. That is to say, large projects which are more time sensitive tend to be vetted by private certifiers. The market share of private certifiers appears to be growing strongly.
- (iii) AIBS is a major player in the private certifiers field. Many private certifiers were government officials who used to work in the authorities.
- (v) The move from "public" service to "private" service appears to have taken place smoothly. The civil servants who lost their share of work to private certifier appear to accept the change (Possibly many of them have become private certifiers). This may be something the Government of HKSAR need to learn.

#### Progress on Reciprocal Recognition Negotiation with the China Association of Engineering Consultants (建設監理)

I attended a meeting with Ministry of Construction (建設部) on 29 June 2004 in Beijing together with representatives from other divisions and other professional institutes. I, together with Mr. Robin Leung, attended a further meeting with representatives of the MOC and China Association of Engineering Consultants on 26 July 2004 to discuss things further. For sure, we increased the depth of understanding of each other.

You may be interested to learn that a new discipline of profession 「建造師 Constructor」 has just been established. They are having the first qualifying examination this year. This profession mainly works for the contractor side. We were told by our Mainland counterpart that the MOC is now in the process of re-defining the scope of functions, work and duties of Supervision Engineers (建設監理). It is very likely that they will be re-defined to take more pre-contract project planning work. If this really happens, they will become more matching to us in scope of work. This process of re-defining is expected to be ready around the end of 2004. Until then, we need to wait for it to settle down.

#### Meeting with ASD Officials

BSD Council members had a meeting with ASD officials to discuss further on how professional skills of building surveyors can be employed and utilized more efficiently.

We discussed possible improvements in tendering and assessment process. Some of our council members also opined that A & A works to government buildings, including school improvement projects, should best be handled by building surveyors. At the present moment, these works are mostly given to architect consultants only.

#### Building Tribunal

We have been discussing with Government to establish a specialized court to handle disputes involved with building matters. We hope to establish an inexpensive, user friendly court to handle these matters. Certainly, this will contribute towards better management and maintenance of buildings in Hong Kong. We met with HPLB twice on this and the reaction from them is very positive. Our Council is now working with the HPLB to develop further details. Please let us know if you are interested to join our Working Group.

## General Practice Division Chairman's Message



Yu Kam Hung  
GPD Council Chairman

### **Education and APC (Convenor: Mr. Simon Wang)**

- The Council suggested a wider spectrum of expertise could be elected as Assessors for the APC examination. All eligible members are welcome to join.

### **Business Valuation (Convenor: Mr. K.K. Chiu)**

- The final version of the Business Valuation Standard has been approved by the General Council. Members are reminded to strictly comply with the latest regulations.

### **CPD and Internal Communications (Convenor: Mr. Ronald Cheung)**

- More guest speakers will be invited for the forthcoming CPD events. Members are welcome to make suggestions on topics and speakers.

### **Government Practice and Local Affairs (Convenor: Mr. C.K. Lau)**

- The HKIS had sent a commentary letter regarding the new Pedestrian Plan in Causeway Bay to the Planning Department for consideration.
- Mr. Rock Tsang will prepare a discussion paper on the basis and methodology for assessing the waiver fee and lease modification assessments, especially for industrial buildings.

### **Professional Development (Convenor: Ms. Serena Lau)**

- Members are encouraged to comment on granting the Certificate of Professional Specialisation. Details will be discussed at the next meeting.
- Application from SC Purnitt (HK) Limited for inclusion in the list of firms providing GP Surveying services has been approved.

### **Property Management (Convenor: Mr. W. L. Mak)**

- New members from the Property Management Panel will be involved in preparing a new Code of Practice and Mr. Michael Price will be invited to join the process.

### **Public Relation (Convenor: Mr. Daniel Mak)**

- More PR activities will be organised with Lands Department, Rating and Valuation Department and Urban Renewal Authority. Members are encouraged to participate more in these social events.

### **Sales and Lettings (Convenor: Mr. Ronald Cheung)**

- We are targeting for Best Property Marketing Projects of The Year 2003, Best Property Sales Brochures and Best Flat Layouts. These will be discussed at the next Panel meeting.

### **Assessment of Technical Competence (Convenor: Mr. Lawrence Poon)**

- New rules and guides of ATC (Assessment of Technical Competence) have been established and GPD can now consider new applicants for this new assessment.

### **Valuation Practice (Convenor: Mr. Charles Chan)**

- A set of draft Rules and Regulations will be available for member's circulation. Members are encouraged to give their comments and feedback.

### **Valuation Standard (Convenor: Mr. Lawrence Pang)**

- The latest version of Valuation Standard should be finalised with our legal advisor Solicitors within the month. Both the Chinese and English versions should be published by the end of the year.

The GPD Council has become increasingly busy and we need more help. If you are available to assist, please call me on (+852) 2820 2932. We welcome any comments and/or suggestions on our work and practice.

Coming AD

## Land Surveying Division

### Chairman's Message



Lam Li Wah  
LSD Council Chairman

#### *Rules and Guide to the Assessment of Technical Competence (ATC) for Land Surveying Division*

LSD Education Committee has been working hard in drafting the rules and guides to ATC for the Technical Associates. The document has been approved by the Board of Education and endorsed by the General Council recently. It does not mean that they have finished the work. The major task just begins and they will assess the applicants' working experience, submissions and to interview them the soonest possible. Due to a large number of applications for Technical Associates, it will take considerable time to process and I hope the applicants would bear with us. The above rules and guide has been posted to our LSD website for members' information.

([http://www.hkis.org.hk/hkis/html\\_lsd/upload/HomeHeadline/hhlnk26\\_0.pdf](http://www.hkis.org.hk/hkis/html_lsd/upload/HomeHeadline/hhlnk26_0.pdf))

#### *The Mainland, Hong Kong, Macau and Taiwan Land Management Conference in Macau from 14 to 17 Sep 2004*

The Department of Mapping and Cadastre of Macau hosted the above conference with great success. Amongst the 110 participants from Mainland China, Hong Kong, Macau and Taiwan, there were 26 representatives from HKIS. Our president, Mr. Tony TSE, and Vice-president, Mr. WONG Chung Hang,

were invited to give a speech in the opening ceremony and the closing session respectively. A summary report of the event will be published in the November 2004 issue of Surveyor's Times. If you would like to read the conference proceedings, please contact the HKIS librarian.

#### *LSD AGM & Proposed Amendments to the LSD regulations*

The LSD AGM will be held on 18 Nov 2004 at Surveyors Learning Centre, Room 811, 8/F., Jardine House, 6:30 p.m. One of the agenda items is to vote the resolutions for the proposed amendments to the LSD regulations. These amendments are considered necessary to accommodate the Technical grade of membership and to be in line with the Constitutions and Bye-laws. Please mark on your diary and do come to the AGM. All relevant materials concerning AGM and proposed amendments are available in our LSD website.

#### *Social Function*

The LSD annual dinner will be held on 29 October 2004 at the Langham Place Hotel, Mongkok. You are encouraged to join the event as it is an excellent opportunity to meet each other and share the friendship and happiness.

#### *CPD Event*

A technical visit to Shaoguan has been organized jointly with the Guangdong Surveying and Mapping Association from 4-7 Nov 2004. From the experience of past visits to Guangzhou, Zhuhai and Santao, members will surely enjoy this visit. Sight seeing and golf will be arranged on the last day of visit. As the seats are limited, please register as soon as possible. Registration form can be downloaded from the LSD website.



## Quantity Surveying Division Chairman's Message



Gilbert Kwok  
QSD Council Chairman

### Reciprocity Agreement between HKIS and CECA

We are still waiting to hear from the relevant ministries as to when the reciprocity agreement will be signed between HKIS and CECA. We will keep you posted.

### CPD Seminars

I have been informed that the previous practice for CPD flyers to be issued together with the Institute's Newsletter has been abandoned. If you are interested in any CPD events including the coming seminar to be given by the Honourable Mr Justice Reyes on 12 November 2004, please complete the registration form included in the newsletter and return to the Institute.

### Board of Education

At the request of the Board of Education, the Division has nominated Mr Honby Chan to be the representative of the Division in the working group to deal with the policy paper entitled "Academic Qualifications Admissible to the Training Grade of Probationer for Admission to the APC".

### PAQS Conference

The next PAQS conference will be organised by CECA to take place from 27 to 28 June 2005 in Dalian. The Division will support the conference. QS members who are interested to submit papers may do so by providing their papers to the Division's Honorary Secretary Dr Paul Ho at [bshkho@cityu.edu.hk](mailto:bshkho@cityu.edu.hk).

### Training of Cost Engineers

CECA has asked whether Hong Kong QS firms are interested to train their cost engineers in Hong Kong for a period of 3 to 6 months. Any interested firms may approach our Mainland Sub-Committee Chairman Mr Sam Cheng at [chengsam@widnell.com.hk](mailto:chengsam@widnell.com.hk).

### Cost Engineers from Xinjiang

A proposed visit from cost engineers of Xinjiang Uygur Zizhiqu Cost Engineering Association to HKIS on 30 October 2004 has been received. The Division will take the opportunity to discuss with visitors from Xinjiang our quantity surveying experience and the other side's cost engineering experience.

## Property & Facility Management Forum

Members will be interested in our progress. Since our last message in the Surveyors Times, the 18 member Forum Council, particularly Gary Yeung and Angel Kam have been working very hard on the issue of the setting up of a separate Property & Facility Management Division. We believe firmly that the future of the HKIS necessitates such a formation to give sufficient focus to this vital area of the market. There are already many other organizations targeting this area, specifically. We have put our case very strongly within the HKIS working group headed by the Senior Vice President, Mr. TT Cheung, considering the matter. Hopefully that there will be a firm decision in this regard, shortly.

On other issues, we have opened a regular dialogue with the Home Affairs Department, on the issue of the Building Management Ordinances. Dick Kwok is coordinating this aspect and would appreciate any assistance that other members are able to give. We are looking to set up similar arrangements on building maintenance in due course.

Michael R. Price  
Chairman

We now have a Corporate Real Estate Group headed by Martin Woods and Charles Lai. We hope this area will show a lot of progress in the coming months. Again any member who would like to assist in this area is more than welcome to contact Martin and Charles.

On CPD issues, we are looking at a site visit to Pacific Place 3, the new office progress development by Swire Properties in Wanchai. In addition, a talk on shopping centre management in cooperation with the Institute of Shopping Centre members. There will be much more.

Our meetings are held on the first day of every month at 6pm in the HKIS headquarter and any members working in this area is more than welcome to attend and assist. Our contact number is through 2844-4915, initially, Ms Rebecca Tsoi or [rebeccatsoi@swireproperties.com](mailto:rebeccatsoi@swireproperties.com).

## Without Prejudice Negotiations



Patrick O'Neill  
Brian E. Rawling  
& Associates Limited

**There** comes a point in time at the conclusion of every construction contract when the parties will seek to reach a mutually satisfactory agreement concerning all the aspects of the transaction that has taken place between them. In the field of construction contracts these negotiations will undoubtedly concern money but they may also encompass negotiations on other aspects of the transaction such as entitlement to extensions of time or perhaps matters concerning the quality of the as-built Works. Whatever the circumstances of the particular case, since it takes two to sign a contract, the settlement negotiations will involve both of the contracting parties and it is a fact of commercial contract life that each will be seeking to secure the best deal they can get.

As part of this negotiation process, the underlying policy in commercial contracts as far as the courts are concerned, is that both during settlement negotiations and in instances of where the negotiations lead to a dispute, the parties should be encouraged to settle that dispute privately without having to resort to litigation or arbitration, and should certainly not be discouraged by the knowledge that anything that is said in the course of their negotiations might be used to their prejudice in any subsequent legal or arbitration proceedings, should their attempts to negotiate an agreement ultimately fail.

The desire is that the parties should be able to express themselves freely in commercial settlement negotiations and should be able to speak frankly to one another without inhibition in the hope of ultimately reaching a settlement. Where a dispute does arise, and in order for the negotiations to make any meaningful inroads in resolving that dispute, the parties, by necessity, need to shift their respective positions as taken in open correspondence, more towards the middle ground. However, the last thing either party wants is for the settlement negotiations to break down and the other party then being in a position to better advance its own case or take advantage of what may be seen as a lack of merit in the other party's case, and to be able to present those points to the judge or arbitrator.

A necessary part of any trial or arbitration proceeding is the disclosure of documents to provide each of the parties with the necessary documentary material to assist them in assessing the strengths and weaknesses of their respective cases. It is not difficult to imagine the adverse inferences that might be made to a party's case if oral and written negotiation communications were also to form part of this collection of documentary material made available to the judge or arbitrator. For this reason, the law offers a measure of protection to both written and oral

communications that are intended to reach a compromise, whereby a party may enter into negotiations with an opponent on a without prejudice basis.

### Without Prejudice

The effect of the without prejudice provisions are that communications, whether oral or in writing, become privileged, that is they may not be disclosed to the court or arbitrator without the consent of both parties and will not be ordered to be disclosed in discovery. The without prejudice provisions may therefore be perceived as a very straight-forward form of protection and one that appears to automatically prevent the disclosure of certain communications, almost at the will of the writer, merely by using the label without prejudice. The reality however is not quite so straightforward.

The whole purpose of the without prejudice procedure is to enable a party to compromise its position during the negotiation phase in an attempt to reach a settlement, free from the fear that that compromise might come back to bite that same party at some later point in time. This being the case, the central feature of the without prejudice provision is that one of the parties, during the course of those negotiations, puts itself in a compromised position than the stance taken in open correspondence and/or meetings, i.e. a position which is less beneficial or more damaging to itself. An example might be a Contractor accepting a lesser amount of money than that claimed in its claim submissions, or an employer acknowledging an entitlement to a further extension of time award and consequently the Contractor having a reduced liability for Liquidated Damages. Written or oral communications which do not include this essential feature of pursuing a compromised position will not be privileged, even if the correspondence relating to that communication is headed without prejudice.

Since the phrase without prejudice is intended to prevent the writer from being prejudiced by the contents of a letter or document (or even something that is said orally), the phrase should only be used if that letter or document contains something that the writer does not want revealed openly in court or arbitration. It therefore follows that the phrase should only be used in certain instances and in relation to specific types of letters and or documents, and to use it on correspondence that a party may actually want to refer to during a trial or arbitration would clearly be self defeating. Similarly, if the writer's intention is that certain correspondence is required to be private and confidential then it would be wrong to



mark it without prejudice, since private and confidential is not the same thing as without prejudice. Further, to use the label in correspondence which merely restates the original claim but makes no attempt at a compromise would be pointless, since, firstly, no protection would be afforded to such a letter since the essential element of compromise is missing and secondly, it might even be perceived by the other party as a letter having legal connotations which might then invite a legal response and which may have the inadvertent result of somewhat souring the settlement negotiations. The use of the without prejudice label should therefore be used selectively.

To issue the without prejudice label too liberally might give rise to the unfortunate situation whereby a letter or document contains a mixture of both information that the writer wants protecting and information which would be useful to disclose during discovery. For example a Contractor's letter or submission could contain both statements which might benefit that party's case and statements which constitute genuine negotiation compromises. Whilst it might be possible to withdraw the without prejudice label on an entire letter or document, it might be very much more difficult to individually separate the without prejudice parts of a sentence or paragraph from the body of a letter, whilst hoping to retain the original meaning and context of the letter or document when read as a whole. The better method therefore is that if a letter or document involves a mixture of items, only some of which are for the purpose of achieving a negotiated settlement, then two letters or documents should be prepared instead of one, and with only one clearly marked without prejudice. This should ensure that the full force of the without prejudice protection is afforded to the settlement negotiation communications only.

### **Marking Without Prejudice**

Contrary to popular belief, it is not absolutely necessary that every letter or document in a chain of settlement negotiations be marked without prejudice in order for them to secure the protection, for two reasons. Firstly, the courts have held that the principle of privilege can protect subsequent letters which are part of the same chain of correspondence, even in instances of where the without prejudice label has not been used in individual pieces of correspondence. So, if a Contractor's letter which is not marked without prejudice provides further and better particulars to a Contractor's submission which was previously marked without prejudice, and the letter forms part of the same chain, then it is likely that the letter would be protected. Secondly, it is the content of the letter or document that secures the protection and not merely its heading or title. A letter not marked without prejudice but which clearly forms part of a settlement negotiation would be protected even in the absence of the label without prejudice. Conversely a letter marked without prejudice would, in itself, provide no protection at all, since it is the content of the letter itself, and not its title, that must be for the purpose of settlement

negotiations. The without prejudice label is merely a signpost that prepares the reader for what, in theory, lies within the body of the letter but it does not automatically follow that the letter is indeed part of genuine settlement negotiations. If the purpose of the letter is not to reach a compromise, then no protection will be afforded to the letter, irrespective of its title or label.

In the event of a dispute over whether a particular letter or document was indeed protected, a court or arbitrator would look at the character of the letter and possibly even the chain of correspondence that the letter forms part of as a whole, rather than simply the letter's title.

The protection afforded to privileged letters and documents is particularly relevant during the discovery and inspection stage of court or arbitration proceedings, however it is important to realise that there is no class of documents that are exempt from discovery but privileged documents are exempt from inspection. The normal practice in such events is that without prejudice communications that do form part of negotiation correspondence are listed separately and are suitably grouped, in order that their individual identity as well as indications as to their content, are not revealed to the court or the arbitrator and thus the protection is achieved.

### **Summary**

The without prejudice label is not an uncommon feature on correspondence and submissions in negotiations and with the increased use of Alternative Dispute Resolution methods now being used in attempting to genuinely resolve construction related disputes, the importance of privilege and the use of the without prejudice label is becoming even more important. Bearing in mind that many construction disputes are now being resolved through mediation, the concept of privilege might well apply to all the written and oral communications relating to the mediation in its attempt to genuinely bring the dispute to a resolution. Bearing in mind the above, the importance of denoting without prejudice on appropriate letters and documents for such a mediation or indeed for any negotiation communication should not be done without careful consideration.

## More from Weldon

I have been asked a few times recently to provide advice on how a quantity surveyor should value a variation where the rules provide for a 'fair valuation' to be made. In particular what, allowance should be made for overheads and profit in such a valuation.

Most forms of contract used locally provide for a 'fair valuation' (or similar wording) to be made when the works to be valued can not be valued at either Contract Rates, or rates based upon Contract Rates. In such a situation a quantity surveyor will generally build up a new rate, based upon the actual costs incurred by the Contractor (provided such costs are reasonable when compared with the market rates). But what allowance should he make for overheads and profit?

The common thinking of quantity surveyors on this point is firstly that an allowance should be made to include for overheads and profit, and secondly that the allowance should be the same as the overhead and profit percentage contained in the Contract Rates. By doing this, quantity surveyors argue, a fair valuation maintains the same competitive bargain as the parties accepted when they entered into the Contract.

This is certainly the approach that I have always adopted, and judicial support *prim facie* appeared to be given for this position in the case of **Weldon Plant Limited v. The Commission for the New Towns [2000]**. However I have had cause to reconsider this case in some detail recently and have concluded that the matter may not be quite as straightforward as I originally considered.

For ease of understanding I will summarise the facts of the case. Weldon Plant entered into a contract with the Commission for the New Towns for the construction of Duston Mill Reservoir. The contract incorporated the ICE Conditions, 6th Edition. The material to be excavated consisted of clay and gravel. Since Weldon were to be able to sell the gravel the contract rate for gravel removal was negative £3.60/m<sup>3</sup>. The clay was however to be carted to an off-site tip for which the rate was £3.66/m<sup>3</sup>. The contract made provision for Weldon, at its own risk, to excavate below the design level for the bed of the reservoir (55.06 AOD) and to obtain more gravel which it would also be entitled to sell. On 20 November 1995 the Engineer issued Site Instruction 17 which required Weldon to excavate all the gravel below the bed and to back fill with clay to the design level. Weldon notified the Engineer that this instruction would give rise to a claim. The Engineer valued the additional gravel extraction and clay backfill at bill rates.



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The matter went to arbitration where the arbitrator firstly decided that the Engineer's valuation was incorrect and concluded that a fair valuation should be made. However he then concluded that the basis of determining a fair valuation was that such valuation should leave Weldon in the same financial situation it would have been in had the Instruction not been given, i.e. a loss and expense or damages type approach. In then making such a valuation he assessed the cost of the works themselves but refused to add any allowance for head office overheads or for profit.

The matter was appealed to the courts where the following question of law was considered:

*"Whether on the facts found by the arbitrator, clause 52(1)(b) of the ICE Conditions permits a fair valuation to be made which excludes [profit and] an allowance for overheads on the basis that the contractor has to establish that it either incurred additional overheads or that it was denied overhead recovery."*

His Honour Judge Humphrey Lloyd QC held that the answer was no. He considered that Weldon were correct in their assertion that the arbitrator was in error in his approach. In his judgment he held that:

*".....Clause 52(1) of the ICE Conditions contemplated that the contractor would be able to recover in a valuation of a variation those elements included in the contract rates or prices for overheads and profit. Accordingly, in the absence of special circumstances a fair valuation under clause 52(1) of the ICE Conditions had to include an element of profit and an element to cover the contribution the contractor made towards the fixed or running overheads."*  
*(Emphasis Added).*

These words have been taken to confirm firstly that allowance for overheads and profit should be made in a fair valuation and secondly that the allowance should be the same as that contained in the Contract Rates.

The first point is undoubtedly correct. The commentary to the Building Law Report stated that the case held that ICE Clause 52 (1) contemplates that a contractor will recover in the valuation of a variation those elements included in the contract rates or prices for overheads and profit and importantly that a valuation would not be a fair valuation as required by the ICE Conditions if it did not include each of the elements which are ordinarily found in a contract rate or price namely elements for the cost of labour, the cost of plant, cost of materials, cost of overheads and profit.

However the second point, i.e. that the allowance should be the same as that contained in the Contract Rates, is not expressly mentioned in the commentary to the Building Law Report, and upon closer analysis of the decision, appears now to be in debate.

In his analysis His Honour Judge Humphrey Lloyd QC gave separate consideration to site overheads, head office overheads and profit and concluded the following:

- **Site Overheads** The Judge held that site overheads could only be recovered if in fact they were incurred or increased as a result of the variation because otherwise he considered such costs would be or would have been recovered from original Contract work. On this point therefore he agreed with the arbitrator's approach that time related overheads required substantiation. It would appear wrong therefore to simply allow the same percentage allowance (or indeed any percentage allowance) for site overheads as included in the Contract Rates.
- **Head Office Overheads** With regard to head office overheads the Judge held that unlike site overheads the contractor does not have to demonstrate that he has incurred additional head office overheads. However he considered that the appropriate allowance to be used should not be that contained in the Contract Rates but a percentage that derived by reference to the contractor's accounts (i.e. as would be used in a prolongation cost assessment made by the Emden formula).
- **Profit** The judge considered that unless there were very special circumstances the contractor would generally be entitled to profits for a variation, valued under a fair valuation.

However there was again the suggestion that the allowance for profit under a fair valuation does not have to reflect that allowed for at the time of tender. But in this respect it is not entirely clear how the allowance for profit should be ascertained, particularly because at another point in the judgment his Honour Judge Humphrey Lloyd QC has held that under a fair valuation, adjustment can be made to reflect the profit levels in the Contract Rates. Accordingly it would seem that one might argue that the profit allowance contained in the Contract Rates remains the applicable allowance.

This analysis is a good example of why it is always important to read the entire judgment of a case. A brief review of the summary and the commentary appears to conclude that for a fair valuation it is appropriate to make allowance for overheads and profit within the valuation and that allowance should be the same as included in all the other Contract Rates. However a careful reading of the judgment indicates that whilst the first point is correct, the allowances to be actually included vary depending upon whether one is considering site overheads, head office overheads or profit, and certainly in the first two cases the allowance will be different from that contained in the Contract Rates.

This is a different approach to the one I have always adopted, I have always considered it correct to adopt the same percentages for overheads and profit and contained in the Contract Rates when making a fair valuation. I have done this because I felt that the rates assessed under the three valuation rules should be assessed on a consistent basis. The approach suggested by his Honour Judge Humphrey Lloyd potentially results in an inconsistent result, and so I will look forward to any further clarification by the courts on this point.

## From Deflation to Inflation

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### Introduction

Hong Kong has been living with deflation for six years. Suddenly the arrival of inflation may seem a bit far-fetched but it is not, according to one important element in Hong Kong's composite consumer price index (CPI), a major indicator of the inflation/deflation trend.

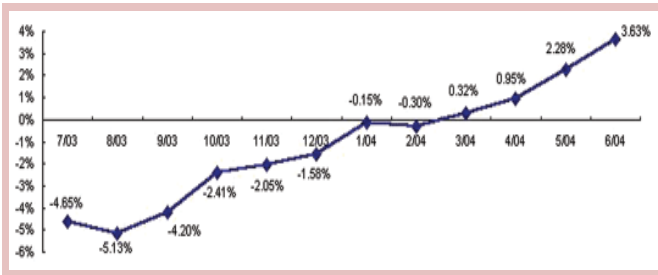
The all-important element is the rent of private residential properties, which forms 25% of the CPI. The June 2004 CPI registered a fall of only 0.1% from that of 2003, a very negligible figure and the lowest for a long time. In between this period, rent has actually risen since the beginning of 2004.

### Inflation Signaled by Rental Increase

The property market has undoubtedly recovered since late last year. Residential leases executed since then have largely registered increases in rent. Although not as rapid as house prices, residential rental value has, since the start of 2004, increased by about 10%.

In an exercise to focus rents on new leases only (disregarding the tradition way of registering existing or old leases as well), the CPI would have already shown an inflationary trend, as shown in Chart 1 below. Here, deflation would have dissipated in March 2004 and the June CPI would have seen inflation at 3.63%.

**Chart 1 CPI Trend Based on New Rental Leases Signed**

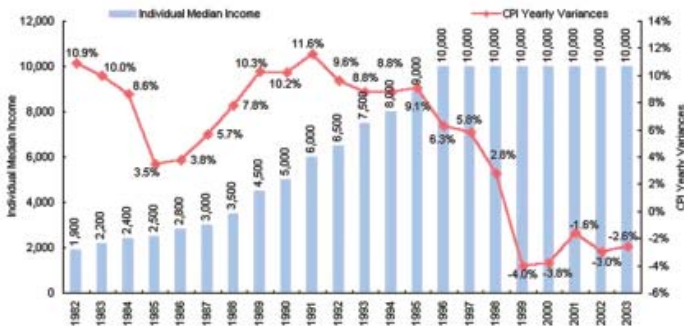


Source: Midland Realty, Research Department

**Inflation as a Favourable Factor**

It may seem odd, but inflation can actually foster rental growth. With inflation, there is always a possibility of salary increase, meaning a higher disposable income that can be channeled into higher rental or mortgage payment. As a tradition, many public and private corporations use inflation as a yardstick in salary adjustments. From 1982 to 1996, for example, the individual median income has kept pace with inflation. On the other hand, during the deflation years, it has remained unchanged as employees chose to freeze the pay scale. See Chart 2 below.

**Chart 2 Overview of Variances in Individual Median Income and the CPI**



Source: Census and Statistics Department

A more profound effect was that, while the individual median income has increased 80% during the booming years of 1990 to 1995, the average cost of mortgage during the same period has soared even higher – a staggering 109.9%. This shows rising income has a tendency to translate into a bigger demand for properties, whether for purchase or for renting.

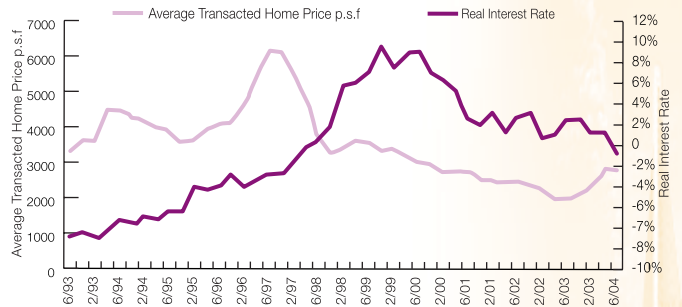
Given the prospect of inflation and the likelihood of a consequential pay rise, prospective homebuyers have more incentive to purchase or rent, or change for a larger home.

**Inflation to Stimulate Investment**

During deflation times, the real interest rate, in fact, stayed high,

thus discouraging property investment whose return always fell short of the former. Inflation, however, takes a large slice out of the interest rate, reducing it to a mere 0.11 and this time round, as compared with a peak of 9.75% (See Chart 3 below).

**Chart 3 Overview of the Average Transacted Home Price Vs the Real Interest Rate**



Source: Midland Realty, Research Department

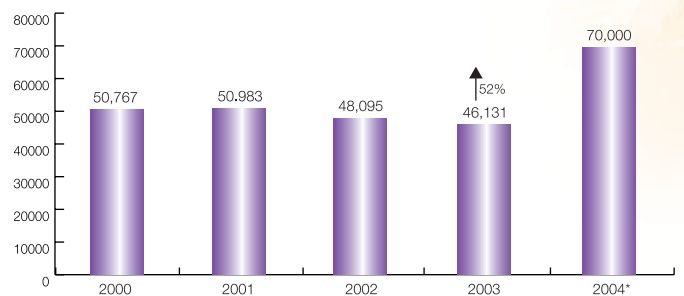
The relatively low real interest rate is likely to encourage funds to enter into the property market, pushing up prices and even rents.

**How the Property Market Would Fare**

With the economy steadying and low inflation possibly materializing, there is every reason to expect the property market to steady itself, even improving, albeit at a slower pace.

Of various sectors in the residential market, the small-to-medium sized flats will be the most popular and will become the chief motivator. As such, with an estimate of 31,500 resale units in the second half, the whole-year sale forecast of 2004 should be about 70,000, exceeding last year’s secondary market by about 52%. (See Chart 4 below)

**Chart 4 Registration of Home Sales in the Secondary Market**



\*Estimate

Source: Midland Realty, Research Department

# Hotel Rooms In Short Supply

## - The Quick Answer



Kenny Suen  
Managing Director  
Vigers Asia Pacific Holdings Ltd

### Growth in Tourism Industry

After the fading out of SARS in July 2003, tourism in Hong Kong has rebounded sharply and the number of visitors continues to achieve historical high records. In May 2004, there were some 1.69 million tourists visiting Hong Kong. This represents a 297% increase over the same month last year, and 27.2% growth on the May 2002 performance. For the first five months of 2004, total arrivals stand at 8.37 million, a growth of 60.2% compared with the same period in 2003 and 32.2% with that of 2002. The Hong Kong Tourism Board expects there will be 20.5 million arrivals in 2004, which is 38% ahead of 2003.

The number of tourist arrivals is likely to increase due to the continuation of new Provinces and Cities becoming eligible for the Mainland Individual Visit Scheme, the opening of Disneyland in 2005 and the Beijing Olympic Games in 2008 which will provide a strong foundation for tourist arrival growth in the next 5 to 10 years. It is expected that the annual number of arrivals will reach 37 million in 2011 and 70 million in 2030. In tandem to the increasing visitors, the demand for hotel rooms will have to rise and current supply will be totally inadequate.

2003 figure. Hong Kong room rates are the highest compared with neighbouring cities.

However, at current levels, the supply of hotel rooms will not match the increase in visitor arrivals. At present, there are 109 hotels providing some 44,300 hotel rooms in Hong Kong, rising to 125 hotels in 2005 with 50,800 hotel rooms, representing a 14.6% growth. The shortage of hotel rooms will severely limit our capacity and overnight visitors, together with their spending will be lost. The situation is acknowledged by Government on their attempted pilot project of turning Home Ownership Scheme units into hotel rooms, which was eventually cancelled due to technical reasons.



\*Forecast figures  
(Source: Hong Kong Tourism Board, Planning Department & Vigers Research)



\*Forecast figures  
(Source: Hong Kong Tourism Board & Vigers Research)

In light of the strong demand for hotel rooms, many developers and landowners have attempted to explore the opportunity to develop hotels, including redevelopment of office buildings and change of industrial sites to hotel use. However, both options may require demolition and construction, town planning applications and lease modifications lasting for 3 to 4 years which will impose unacceptable time costs on the projects and will not tackle the immediate shortfall of hotel rooms.

### Current Supply & Demand Situations

In May 2004, 62.6% of all visitors stayed for one night or longer in Hong Kong, leading to an occupancy rate of 84%. Room rates have risen accordingly. The average achieved hotel room rate was HK\$731 in May 2004, a 23.7% improvement on May

Despite the surge in rents and prices since July 2003, some grade B office buildings are still facing low occupancy problems. It may be attributable to dilapidated building conditions, poor ancillary facilities, inconvenient location, and low quality finishes and decoration. The supply of new Grade A offices and the narrowing gap of rental between Grades A and B invites even further fierce competition. Rental levels of these buildings remain

low and it is difficult to improve the current situation unless substantial improvement or alternation is introduced. Rather than renovating to existing office use in a continuing competitive market, some owners try to convert existing buildings to hotel rooms by modifying internal layout without alteration of structure and foundations. This trend will continue especially in traditional tourist areas such as Tsim Sha Tsui and Wan Chai.

### Office Conversion

One of the advantages of this conversion is time saving. Although demolition and rebuilding provides less flexibility in design, the construction period can be shortened to less than 2 years which can allow owners to fight for substantial market share before other competitors enter the market. Another merit is cost savings. The shorter the construction period, the less the interest costs.

The conversion of office to hotel, although considered to be less complicated than redevelopment, still requires compliance with three development controls: town planning control, lease control and building control.

### Statutory Controls

**Town planning control** is to ensure that hotel use of an existing site complies with the permitted use (Column 1) of town plans. In general, office buildings situated in commercial or residential/commercial zones are permitted for hotel development. However, if it is found that hotel use does not appear in Column 1, a planning application is required.

**Lease control** is the contractual binding agreement by way of a lease between the grantee and the Government. Some leases do not impose any restriction on user (virtually unrestricted in some older leases) while other do. If there is an explicit clause stipulating prohibition of hotel development, lease modification is required and in many circumstances premia are also payable for any enhancement in value.

**Building control** is enforced by Buildings Ordinance (Cap 123) which governs that all overnight stay (inclusive of hotel) developments should follow requirements of domestic developments, which apparently exclude office premise. Substantial alteration needs to be done to fulfil the domestic requirements and can be very expensive. However, Section 23A of the Regulations, which came into effect in November 2001, provides exemption to hotel development. It states that the Buildings Department has discretion to allow non-domestic plot ratio and site coverage requirements in hotel development subject to the following:

The lot itself and the environs are suitable for hotel development;

There is adequate traffic capacity in the surrounding area to cope with the increase of pedestrian and vehicle flow as a result of hotel development;

The development should provide ancillary facilities relating to normal hotel operations;

Central air conditioning and hot water supply are provided;

There is evidence that a hotel licence will be obtained under section 9 of the Hotel and Guesthouse Accommodation Ordinance (Cap 349).

Although non-domestic plot ratio and site coverage are permitted for hotel use under the above conditions, in the course of conversion, building design requirements stipulated in the Ordinance are also obligatory. A number of items should be noted as major differences between offices and hotels. They include:

**Corridor** – Hotel developments generally impose a more stringent requirement in terms of width of corridor, size of lift lobby and fire resistant/fighting provisions.

**Means of Escape** – Hotel development generally has more stringent provisions in terms of number of staircases and fire resistant/fighting facilities.

**Air conditioning** – Some old office buildings employ window type air conditioning units which are not sufficient for hotel developments where central air conditioning systems are mandatory.

**Electricity supply** – Consumption of electricity may be more in hotels than in offices because of 24 hour central air conditioning system and lighting.

**Water supply** – Water usage for hotels is definitely higher than offices. Enlargement of water tanks and installation of hot water systems are necessary.

It may be noticed that many alterations will impose extra loads on the existing structures. Therefore, structural examination is essential.

### Financial Viability Analysis

Despite the promising prospect of hotel development in the next decade, the viability of such conversions should be examined to ensure that income from hotel use outweighs the conversion costs

and the opportunity cost of office use. The impact of the "zero" rental period during conversion should be factored into any feasibility study.

In the conversion of an office building to a hotel, the most fundamental cost is the income generated from the existing use, i.e. office use, without any modification. It is known as the "do nothing" scenario. This is the most conservative approach in the management of an asset whereby the owner receives income similar to past history.

While "do nothing" can provide secure income without incurring any cost, it cannot provide added value in a fast-changing economy, especially when the value of older offices is declining. Therefore, some owners may consider to take the risk and invest in a more aggressive way to renovate the existing office to a hotel in the expectation that their future income will be greater after taking into account the conversion costs.

Viability can be summarised in a simple formula as follows:

$$P = H - C - L - O \dots\dots\dots (*)$$

where,

**P** = the viability of conversion

**H** = the value of hotel

**C** = the cost of conversion

**L** = the rental income during conversion period

**O** = the value of office

From the formula (\*), if **P** is positive, the value of the hotel conversion is more than the sum of value of the office, the cost of conversion and the loss of rental income during the conversion period. This means that the conversion action creates extra income over existing office use, and the conversion is worthwhile. The conversion cannot create enough extra income to cover the conversion and other costs when the outcome is the reverse.

Even if the viability of the conversion is positive, it should be noted that the rate of return should be well above the market level. Since every penny invested should generate a reasonable reward to cover the associated risks. Common parameters to measure the rate of return include return on asset (P/O) and return on cost (P/C). Generally, both of them should not be less than the interest rate of the Government Bond (risk free threshold).

### Conclusion

The conversion of offices to hotels could not only be a solution to poorly performing office buildings, but also provide a shortcut to tackle the shortage of hotel accommodation, especially in those prime tourist areas where old and dilapidated office buildings are commonly found. The urban landscape will also be improved. Owners of these buildings should start to think about the possibility of such conversions in order to cater for the huge supply of visitors.

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## A Review on Fire Safety Codes (Part II)

Alex Wong  
JO PQSL (BS) Working  
Group Member

### Provision of Means of Escape in case of fire

**Every** professional building surveyor in Hong Kong should be familiar with the Code of Practice for Provision of Means of Escape in Case of Fire (MoE Code) published in 1996. However, the historical background and the rationale behind this MoE Code are usually neglected by young practitioners. On 19 June, 2004, Mr. Junkers Lam, a Building Surveyor who has been working in the Buildings Department for more than 15 years, was invited to share with us his valuable experience in interpreting the MoE Code.

Junkers started the seminar by introducing the historical background of the code, followed by its requirements. As the objective of the MoE Code was to protect occupants from fire attack by adequate means of escape, conformity with the prescriptive requirements of the code would secure the requirements under Building (Planning) Regulation 41(1), however such provision is only deemed to be satisfactory. While fire engineering approach would be an alternative by demonstrating compliance with the said Regulation, the content of the seminar focused mainly on some key details and fundamental concepts of the MoE Code. They were also supplemented with examples of the fire engineering approach.

The seminar was presented in an interesting and instructive way; each statement of the code was rephrased in simple and plain English, so that probationers and junior professionals could easily understand. When a few words could not clearly reveal an issue, Junkers tried to explain it with illustrations. All of us were impressed by his approach. Furthermore, we got much benefit in knowing the rationale behind the code. We found that we had in the past just memorized the code without really understanding the concept and rationale behind it.

Junkers emphasized that although it was possible to follow the code strictly to achieve fire safety, a building professional should think wider. He cited an example: in practice, building with single staircase was allowed under tight restriction, but with the penalty that alternation for the other usages was hardly feasible.

Furthermore, the cost of insurance in a single staircase building would be much higher than the others. Usually, construction of such building was not worth the candle. In the long run, a proposal with MoE in a slightly over-provided scale would always prove to be worthwhile for greater flexibility in future alteration and addition works.

The sufficient provision of MoE was as a statutory requirement to protect our life in case of fire. Finally, Junkers suggested an interesting role-play for both designers and checkers when assessing fire hazards in a proposal. In application of the MoE and FRC Code, we should think of ourselves as the first "victims" in the proposed building during an outbreak of fire, who are trying to find a way out or are being trapped/isolated in a room/compartment awaiting rescue respectively. In application of the MoE Code, we should consider ourselves as the first firefighting "hero" finding a way to enter the fire scene in a building to rescue the victims. We were all enlightened by such presentation, as we could better grasp the concept of these codes in a more realistic way. They boiled down to saving lives.



#### Call for Superb Players

Soccer Competition of four Professional Institutions  
四大專業學會足球比賽 12th December 2004 (Sunday),  
1 pm-6pm, HKU Stanley Ho Sports Stadium, Sandy Bay

The Hong Kong Institute of Surveyors (HKIS), The Hong Kong Institute of Certified Public Accountants (HKICPA), The Hong Kong Medical Association (HKMA) and The Hong Kong Dental Association (HKDA) will jointly organize an unprecedented Soccer Competition. We do need many good players and supporters to strengthen the HKIS team. We shall win since we are from the HKIS. The team needs you.

Please contact Vincent LIM (Email: vincentlim@hkis.org.hk), Danny CHEUNG (Email: biglandlord@netvigador.com) or Lesly LAM (Email: leslylam@hkis.org.hk) for registration or details.



## Project Management in Bank Renovation

Nicole Kwok  
JO PQSL (BS) Working Group

### “What is Restacking? What is Churn?”

Mr. Harvey Yip, an experienced Project Manager from BNP Paribas Hong Kong, spoke about these on 31 July.

Apparently “Restacking” was designed moves to fill gaps in the existing offices and to rationalize space; ranging from conceptual interior space design, move coordination, facility management and inventory assessments. While “Churn” was moving people or equipment around within a facility or from one location to another.



Harvey firstly used a Bank renovation as a practical example to illustrate the essence of restacking and churn projects and then introduced in full details the unique functional requirements of special environment in Banks, such as dealing room, computer room

and vault/fire proof rooms. Harvey also addressed the importance of considering indoor air quality, future maintenance and security, etc, when carrying out project planning.

In the second part, he compared the benefits and drawbacks for running this kind of project, as on one hand we could use the office space more efficiently and flexibly, but on the other hand, it may cause lots of construction waste and disturbances to users. “Is it really economical and beneficial to run this kind of project?” The Speaker left this question to the audience.



Mostly importantly, Harvey reminded us the importance to maintain a balance amongst the 3 key elements of Project Management: **TIME**, **COST** and **QUALITY**, usually under tight budget and short time frame.

In conclusion, the Speaker reiterated that the vital skills of a Project Manager are communication skill and the ability to work as a team leader, a team player; being well equipped with most updated information is an on-going process to cope with the dramatic changes in construction industry.



The JO would like to express our sincere gratitude to Mr. Harvey Yip for delivering such an informative talk.

## Construction Insolvency & Liquidation

Victor Lau  
JO Committee

### What Actions need to be taken by the Liquidators?

**Our** guest speaker, Mr Derek Lai, is Deputy Managing Partner, Reorganization Services Group of Deloitte Touche Tohmatsu. He has written numerous articles on liquidations, bankruptcies and receiverships. Derek specializes in corporate

restructuring and insolvency and has worked on receivership, liquidation, corporate restructuring, closure management and financial monitoring engagements in Hong Kong for over 15 years.

Derek began the Seminar by explaining the differences between voluntary liquidation and compulsory liquidation and then explained the effects of the petition of liquidation, the commencement of liquidation and when the directors' power will be ceased. He further introduced the general duties of the liquidators, which include:

- Taking possession and realization of the assets
- Investigation on the affairs of the company and conduct of its directors
- Adjudication and settlement of creditors' claims
- Distribution of surplus money
- Keeping proper accounts, records and papers

Derek also advised on what early actions that should be taken by the liquidators as well as the key protective measures to minimize the effects of insolvency, such as termination of contracts, assignments and novation of contracts.

He also pointed out several procedures that the liquidators should follow after liquidation. i.e. notice to creditors, invitation to submit a claim and meeting with the creditors, etc. Finally, he



mentioned the major investigation works that should be carried out by the liquidators, including checking unfair preference, disposition of property after commencement of winding up, fraudulent trading and floating charge.



The event ended after a question-and-answer session when participants actively exchanged their views over the topic. Our Divisional Chairman, Mr Gilbert Kwok presented a souvenir and expressed sincere thanks to Derek for his valuable time and effort in delivering such an informative seminar.

## Planning Application & Lease Modification

### Success on Integrated Re-developments



Kelvin Ng  
JO Committee

**A** brilliant CPD – “Planning Application & Lease Modification – Success on Integrated Redevelopments” was held on 20 August 2004, all the 200 seats were full and some

members were standing to attend. This seminar was presented by Mr. Kenneth Kwok, Senior Manager & Advisor to Managing Director of Swire Properties Group. Obviously, the themes were Planning & Development.



Mr. Kwok shared his valuable experience on two residential development projects, i.e. Floridian in Quarry Bay and Star Crest in Wanchai. Using the Company's past successful development projects, Kenneth examined the issues relating to planning application and lease modification.

He explained the principles initially and then discussed the practical experience of preparing S.16 applications, the process through the Town Planning Board and land exchange with Lands Department. The seminar culminated in a climax when Mr. Kwok

shared his idea on planning gains through an integrated redevelopment instead of several piecemeal redevelopments.

Most attended members are well versed with the topic, yet found the seminar enlightening. There was heated discussion on the topics after Kenneth's presentation. The CPD ended with a big applause.



## Public Private Partnership

Victor Lau  
JO Committee

# Potential Developments in Hong Kong

**On** 10 September, a floor of nearly 150 heard, whilst many surveyors are still using the traditional procurement methods, Public Private Partnership (PPP) has become a popular alternative for providing public facilities and services. Having the advantage of early involvements by the private sectors, PPP has been practiced for some years in other countries around the world. Partnerships between the public sectors and private companies for the design, financing, build, ongoing maintenance of infrastructure and delivery of associated services are one means of meeting the need for modern, efficient infrastructure and for reliable cost effective delivery of public services.



To tie in with the Government's proposal of developing a world class Cultural District at West Kowloon, the Hong Kong Institute of Surveyors supports the idea of strong partnership between public and private in the provision of public services. A working group lead by Mr. Francis Leung and Dr. Paul Ho is formed to look into the development potentials and undergo researches on this area, where their studies and experiences have formed the basis of this CPD.

Dr. Paul Ho has outlined the concept of PPP and illustrated with oversea examples. He has discussed the basic development process of PPP which include: Initiation Stage, Planning Stage, Procurement Stage, Development

Stage and Delivery Stage. He also explained in detail other concepts such as Option Appraisals, Risk Analysis, Value for money, Public Sector Comparator, Optimal Risk Allocation, Special Purpose Vehicles, Project Agreement Loan Agreement and so on.

Mr. Francis Leung gave a brief overview on the use of PPP in different countries and its development potentials in Hong Kong. He then explained the generic PPP model and how the Government Public Works Programme will work with the model. The majors issues discussed include: Time, Cost, Necessity/Affordability, Feasibility, Political pressure and Quality. He stressed that the success of implementing PPP will depend on certain considerations which including choosing a right partner, risk management, tender assessment and staffing issues, etc.

Finally, they appealed to all members for their participation and assistance. If you are interested to know more about the PPP, please visit the HKIS PPP website at [www.hkisppp.org](http://www.hkisppp.org).



## Western Lady Surveyor Series III

**Catriona Gourlay**

**Senior Contract Manager for Lake House Group Limited**

**sharing her surveying experience in 2 cities**



Kelvin Ng  
JO Committee

### **Where did you obtain your degree in surveying? Why did you choose this profession?**

I obtained my degree in Quantity Surveying in Edinburgh, graduating from Napier and was particularly attracted by the diversity and prospects offered by the surveying profession as a whole.

### **What was your first job?**

I joined Phillips Knox & Arthur, a private quantity surveying practice, as an assistant quantity surveyor, working on a project to completely redesign and renovate the interior and restore the existing facade of a listed building in Edinburgh's Georgian New Town, into modern office accommodation.

### **How long have you been working in Quantity Surveying?**

I have been working in Quantity Surveying for 13 years, 10 of which have been in Hong Kong.

### **Why did you leave for Hong Kong?**

I enjoy traveling and working abroad was always my next step. I was offered the chance to work in Hong Kong and having just spent six months traveling in South East Asia, I was eager to take advantage of this opportunity, as Hong Kong was in the middle of a construction boom at the time.

### **What are the differences in working between the two cities: Edinburgh & Hong Kong?**

Edinburgh and Hong Kong are great cities to live and work in and could not be more different, with my working experience in Edinburgh comprising mainly of refurbishment, renovation and maintenance projects in sharp contrast to the seemingly frenetic pace of demolition works, high rise construction and infrastructure projects in Hong Kong.

### **What is your job title and what do you do?**

My job title is Senior Contract Manager, a member of the Contract Management team for Lake House, principally engaged in the provision of commercial and financial

management consultancy services, in particular, programme management, contract administration, claims preparation & negotiation, expert witness services, dispute management & resolution to the construction, telecoms, automation, rolling stock, signaling & power industries.

### **What are your responsibilities?**

My responsibilities are essentially the same on each project and call for me to, administer and apportion my time efficiently and effectively, liaise and coordinate with the respective parties involved and to ensure that project deliverables and the scope of appointment or contract conditions are met.

### **Describe a typical day?**

A typical day on site will begin with review of the day's incoming correspondence, followed by an informal meeting with the project personnel to discuss and advise on the contractual and commercial aspects, then drafting of responses accordingly. The rest of the day will by and large be taken up assisting in the valuation of variations, preparation of claims, commercial reports, interim payment applications, etc.

### **Can you share your memorable working experience and some interesting projects that you have been involved in recent years?**

Two particular projects in recent years have provided interesting working experience from two different perspectives. As a consultant QS for Cathay Pacific's Flight Training Centre at Chek Lap Kok, the only stacked simulator building in the world designed to house full flight simulators, including state of the art classrooms, briefing rooms and computer based trainers, together with cabin mock up. In contrast, working for the Main Contractor on the East Rail Extension for KCRC, comprising approximately 12 kilometres of rail network built primarily on viaduct and including nine stations.



## What project are you working on at the moment?

I am currently working on two projects: providing contract management support to a project team in connection with a rail signaling project, investigation and analysis of financial and commercial events, including quantum review, in preparation for a court mediation, in connection with a breach of international service agreement.

## How did you develop an interest in "Contract Management & Claims" in quantity surveying area?

Acquiring a broad range of experience is most important and this has provided me with a more informed basis upon which, at this stage in my career, to further develop my interest in this area.

## How can surveying attract more women?

The perception of surveying male dominated probably does still persist to some extent today, although this is changing, as people have been made more aware of the diversity and opportunities offered by the profession, and for this reason I do not consider why there should specifically be a need to attract more women to surveying.

## What are your predictions for the construction industry in 2005?

The economy is showing definite signs of recovery, consumer confidence is rising, unemployment is falling and the property market is recovering from deflation. However, the recovery remains cautious in the aftermath of SARS and sensitive to global economic factors, the ongoing instability in Iraq and high oil prices, amongst others. Notwithstanding, with the resumption of land sales and continued government investment in infrastructure projects, the outlook for the construction industry is healthier than it has been and on course for a slow but continued recovery.

## What is your favourite building in Hong Kong?

My favourite building has to be the 1950's Art Deco/Art Moderne Bank of China Building in Des Voeux Road Central. Although the building interior went through a complete redesign and renovation in the late 90s to accommodate modern banking space, the exterior look has been preserved.

## What do you do in your spare time?

As most of the working week may be spent sitting in front of a computer, I attempt to make use of my spare time out-of-doors, either playing hockey, swimming, cycling or walking.

# E V E N T S | ANNOUNCEMENT

動向公佈

## CPD – Aviation in Hong Kong – Overcoming the Challenges (CPD/GP/2004090)

<b>Guest Speaker</b>	Mr. Clement Lam, General Manager, Sales Hong Kong and China Cathay Pacific Airways	
<b>Date, Time &amp; Venue</b>	2 November 2004 (Tuesday); 7:00 pm to 8:30 pm; Surveyors Learning Centre, HKIS, 811, Jardine House, 1 Connaught Place, Central, Hong Kong	
<b>Details</b>	<p>The aviation industry is very sensitive to external influences. Airlines could be enjoying mediocre earnings in the few good years and suddenly suffering catastrophic losses in the next bad years because of unpredictable events. What are some of the challenges faced by airlines and how can they be overcome?</p> <p>Mr. Clement Lam is the General Manager, Sales Hong Kong and China Cathay Pacific Airways who currently oversees sales in Hong Kong and China. Prior to this position, he was Manager, Revenue and Inventory Control where he played a significant role in boosting revenue for the airline. Mr. Lam was a graduate from the Chinese University of Hong Kong.</p>	
<b>Language</b>	English	<b>Fee</b> HK\$100 per person
<b>Registration</b>	Please complete and return the Standard Reservation Form to HKIS before 23 October 2004 together with payment. Attendance is limited to 150. In the event of over-subscription, priority will be given to the General Practice Division Members and/or placed in draw.	

## CPD – Regulatory Philosophy of Real Estate Investment Trust (CPD/JO/2004091)

<b>Guest Speaker</b>	Mr. Stephen Po, Senior Director of Securities & Futures Commission, Hong Kong	
<b>Date, Time &amp; Venue</b>	3 November 2004 (Wednesday); 7:00 pm to 9:00 pm; Surveyors Learning Centre, HKIS, 811, Jardine House, 1 Connaught Place, Central, Hong Kong	
<b>Details</b>	<p>Mr. Po is a senior director of the Intermediaries and Investment Product Division of Securities and Futures Commission. He is also a director of Investor Compensation Company Limited, a company set up for the purpose of overseeing investor compensation fund. Mr. Po is a qualified accountant and holds a MBA and BBA degree. Mr. Po has been administering securities and futures regulation since 1989. He has primary responsibility for ongoing supervision of about financial intermediaries engaged in securities and futures business in Hong Kong. He is also responsible for regulation of collective investment schemes. Mr. Po actively involves in the formulation and enforcement of anti-money laundering measures.</p> <p>With expertise experience in the industry, Mr Po will discuss the regulatory philosophy of Real Estate Investment Trust (REIT). This CPD seminar will also highlight the market valuation and the recent development of the REIT in Hong Kong.</p>	
<b>Language</b>	English	<b>Fee</b> HK\$100 per person
<b>Registration</b>	Please complete and return the Standard Reservation Form to HKIS before 23 October 2004 together with payment. Attendance is limited to 150. In the event of over-subscription, priority will be given to the General Practice Division Members and/or placed in draw.	

**CPD – Site Visit: Kennedy Town New Praya Urban Renewal Redevelopment Project (CPD/BS/2004089)**

<b>Date, Time &amp; Venue</b>	Gathering 6 November, 2004 (Saturday); 10:00 am to 12:00 noon; Site entrance (site map to be provided to successful applicant)	
<b>Details</b>	Kennedy Town Urban Renewal Redevelopment Project is a residential development project comprises three residential towers of 44 storeys, 47 storeys and 51 storeys in height. It has adopted an extensive precast construction techniques in its construction. The external wall has been built by using tower crane to lift the precast concrete facades and lost-form panels without any apparent external construction works on site. Precast components have been completed with external wall tiles, aluminium windows and A/C platforms, saving a lot of time in erecting and dismantling scaffolding for external finishing works. Project manager from the contractor will give us a presentation on the construction of this project and explain the challenge of adopting precast construction to the three residential towers at the water-front. Site walk is arranged after the presentation and the project manager will explain some project details to our members.	
<b>Language</b>	Cantonese	<b>Fee</b> HK\$100 per person
<b>Registration</b>	Please complete and return the Standard Reservation Form to HKIS before 27 October 2004 together with payment. Places are limited to 30 on a first-come-first-served basis to BS members.	

**Sustainable Steel Construction and Life Cycle Costing (CPD/JO/2004093)**

<b>Guest Speaker</b>	Dr Alexandre Amato, BSc(PNL); PhD(Ox.Brookes); DipArch(PNL); ARCUK; RIBA (Assistant Professor) Department of Architecture, the University of Hong Kong. Mr Steven Humphrey, Assistant Director, Davis Langdon & Seah Management Ltd.	
<b>Date, Time &amp; Venue</b>	6 November 2004 (Saturday); 2:00 pm to 4:00 pm; Surveyors Learning Centre, HKIS, 811, Jardine House, 1 Connaught Place, Central, Hong Kong	
<b>Details</b>	<p>In this talk, Dr. Amato and Mr. Humphrey will introduce their long-term Life Cycle Costing Research which contributes data to the designers and clients throughout Hong Kong. The research provides an opportunity for building developers to identify areas of potential concern in terms of high environmental impact and formulate strategies for whole life improvements.</p> <p>Dr. Alex Amato is currently an Assistant Professor in the Department of Architecture of the University of Hong Kong specialising in Life Cycle Assessment and Prefabrication. Alex has been in private practice in the UK prior to joining the University of Hong Kong where his current research interests have focussed on the quantification of sustainability and wider adoption of prefabrication within the local market. Alex has published widely on the subject of life cycle assessment and has spoken at a number of conferences and events. In the last 3 years, in collaboration with Davis Langdon &amp; Seah, Alex has led the development and formulation of internationally recognised methodologies for quantifying the life cycle assessment of building materials in the Hong Kong context as well as approaches for combining environmental and economic whole life impacts. It has been through this work that the development of the quantified sustainability tool being presented has evolved.</p> <p>Steven Humphrey is a quantity surveyor by profession and has been working for Davis Langdon &amp; Seah International for over 17 years around the world, including the UK, Middle East and most recently in Hong Kong. Steven heads the research and development department within DLS Management Ltd and focuses on research related to the construction industry and regional markets. In the last three years Steven has carried out a number of specific research studies and projects in the field of sustainability and in collaboration with the University of Hong Kong is involved in leading the development of quantified sustainability assessment tool for the Hong Kong construction market. Steven specialises in the economic impacts of sustainability in particular life cycle costing and he has also recently completed a study for the Environment, Transport and Works Bureau of the Hong Kong government on developing a policy for the wider adoption of life cycle costing practices and approaches.</p>	
<b>Language</b>	English	<b>Fee</b> HK\$100 per person
<b>Registration</b>	For registration, please complete and return the Standard Reservation Form to HKIS before 4 November 2004 together with payment. In the event of over-subscription, priority will be given to Probationer/Student members and/or placed in draw.	

**CPD – Some Thoughts on the Use of Expert Evidence in Construction Litigation (CPD/QS/2004087)**

<b>Guest Speaker</b>	The Honourable Mr Justice Reyes, the High Court Judge in charge of the Construction and Arbitration List	
<b>Date, Time &amp; Venue</b>	12 November 2004 (Friday): 7:00 p.m. to 8:30 p.m.; Surveyors Learning Centre, HKIS Suite 811 Jardine House, 1 Connaught Place, Central, Hong Kong	
<b>Details</b>	For those members who are involved in construction dispute resolution, they would certainly want to hear from the Judge in charge of the Construction List his views on the use of expert evidence. In particular, for those members who provide expert evidence, this will be a unique opportunity for them to get a few tips from the Judge as to how expert evidence should be presented in Court. This is a seminar that cannot be missed.	
<b>Language</b>	English	<b>Fee</b> HK\$100 per person
<b>Registration</b>	Please complete and return the Standard Reservation Form to HKIS before 30 October 2004 together with payment. In the event of over-subscription, priority will be given to the Quantity Surveying Division Members and/or placed in draw.	

**CPD – Alternative Procurement Methods – Construction Management and Macau CPD/QS/2004092)**

<b>Guest Speaker</b>	Mr. Julian Hill, Partner and Ms. Janette van Kernebeek, Senior Associate, Minter Ellison Lawyers	
<b>Date, Time &amp; Venue</b>	17 November 2004 (Wednesday); 7:00 pm to 9:00 pm; Surveyors Learning Centre, HKIS, 811, Jardine House, 1 Connaught Place, Central, Hong Kong	
<b>Details</b>	<p>Julian heads Minter Ellison's Asian construction practice and is named as a leading construction lawyer in Hong Kong by the 2003/2004 Asia Pacific Legal 500.</p> <p>Julian has extensive experience in negotiating and managing major projects and project administration and has a comprehensive understanding of how the construction industry works in many countries in the region. Julian specialises in advice on alternative procurement methods, on risk allocation and risk management strategies, and on claims and dispute resolution.</p> <p>Janette is a senior associate of Minter Ellison's Asian construction practice. Janette's practice focus has been major projects, working with developers, contractors and Governments on large infrastructure projects. Her experience includes advising on and documenting alternative procurement methods, risk profiles and contract administration, as well as consortium structures.</p> <p>The talk will review alternative procurement methods within the construction industry, in particular construction management, which has recently been used successfully in projects in Macau. The talk will compare alternative procurement methods with traditional Hong Kong standard form contracts such as the private sector form and analyse some of the issues facing the industry arising from the increasing use of alternative procurement methods in the region.</p>	
<b>Language</b>	English	<b>Fee</b> HK\$100 per person
<b>Registration</b>	Please complete and return the Standard Reservation Form to HKIS before 10 November 2004 together with payment. Attendance is limited to 150. In the event of over-subscription, priority will be given to the Quantity Surveying Division Members and/or placed in draw.	

CALENDAR | 活動日誌 OF EVENTS For further details contact the HKIS office at 2526 3679 or visit the website [www.hkis.org.hk](http://www.hkis.org.hk)

Date	Event	Organiser	Location
<b>October</b>	21 Oct	The Challenges of Heritage Preservation in Hong Kong	HKIS GPD (CPD) Hong Kong SAR, China
	23 Oct	Heritage Conservation: Opportunities and Challenges – Joint Conference	HKIA, HKIE & HKIS Hong Kong SAR, China
	25 Oct	Valuation for Tax Purposes – Hong Kong Context	HKIS GPD (CPD) Hong Kong SAR, China
	27 Oct	Techniques and Strategies for Preparation of APC Written Examination	HKIS JO (PQSL) Hong Kong SAR, China
	29 Oct	LSD Annual Dinner	HKIS LSD Hong Kong SAR, China
	30 Oct	The Importance of Marketing Strategies to the Success of Sales – Site Visit to Bel-Air/Cyber Port	HKIS GPD (CPD) Hong Kong SAR, China
<b>November</b>	2 Nov	Aviation in Hong Kong – Overcoming the Challenges	HKIS GPD (CPD) Hong Kong SAR, China
	3 Nov	Regulatory Philosophy of Real Estate Investment Trust	HKIS JO (CPD) Hong Kong SAR, China
	4 – 7 Nov	韶關交流參觀團 (廣東省測繪學會協辦)	HKIS LSD (CPD) 中國韶關
	6 Nov	Site Visit : Kennedy Town New Praya Urban Renewal Redevelopment Project	HKIS BS (CPD) Hong Kong SAR, China
	6 Nov	Sustainable steel Construction and Life Cycle Costing	HKIS JO (CPD) Hong Kong SAR, China
	7 – 10 Nov	AIBS National Conference	AIBS Tasmania, Australia
	12 Nov	Some Thoughts on the Use of Expert Evidence in Construction Litigation	HKIS QSD (CPD) Hong Kong SAR, China
	17 Nov	Alternative Procurement Methods – Construction Management and Macau	HKIS QSD (CPD) Hong Kong SAR, China
	18 Nov	LSD Annual General Meeting	HKIS LSD Hong Kong SAR, China
	19 Nov	HKIS 20 <sup>th</sup> Anniversary Annual Dinner	HKIS Hong Kong SAR, China
	20 Nov	Visit to Shenzhen	HKIS BSD (CPD) Shenzhen, China
	28 Nov Nov	Hong Kong Coalition of Professional Services Fund Raising Walk Surveyors Luncheon	HKIS HKIS BSD Hong Kong SAR, China Hong Kong SAR, China
<b>December</b>	Dec	Enhancement of Construction Value Management Professionalism for the New Generation	HKIS Hong Kong SAR, China
	7 Dec	QSD Annual General Meeting	HKIS QSD Hong Kong SAR, China
	13 Dec	HKIS Annual General Meeting	HKIS Hong Kong SAR, China
	Dec	Construction Dispute Resolution in the Mainland	HKIS QSD (CPD) Hong Kong SAR, China





## Double Speak

I could hardly imagine the reading of two articles written by two eminent lawyers could have given me the courage of writing this article that should probably be better written by somebody with English as his/her mother tongue.

Textbooks seem to suggest that as a starting point, a document has to be construed literally. This rule however may not be applicable in communications amongst parties' lawyers and the judge/arbitrator/tribunal in proceedings. One can say one thing that means something ranging from slightly different from to exactly opposite to what has actually been said. I doubt whether there is any formal English language course providing training on such usage of English.

**Anthony Scrivener QC commented on this in his speech  
A Meeting of Clarity, 28 October 1991  
(see page 284 of Arbitration Vol 58 No 4 Nov 92):-**

I accept that advocates are often attacked for the over polite use of language in court. Elaborate attempts are made by the judicious use of language to, so to speak, wrap up the message being conveyed to make it palatable and acceptable for the audience to receive. Thus there has developed a code language – a sort of professional goggly gook – for use in court. Each polite or perhaps over polite phrase carries with it a coded message understood only by those whose days are spent in a court. It creates a mystic of courtesy which washes over the public gallery and the press but contains within it barbed messages to those who know. These coded messages enable the proceedings to proceed in a civilised manner with no sharp cutting edge. It creates a cool quiet atmosphere for intellectual debate.

He gave the following examples (in the same speech as said) :-

**"If it pleases Your Lordship"** means: "It will not please your Lordship, but he is just going to have to listen to it so why not be quiet and listen".

**With respect means: without respect.**

**"If your Lordship will be so kind"** means:  
"Do try to get the right page or else we shall go part heard".

**"I am instructed that"** means  
"Don't try and pin this on me!"

**"I will take instruction"** means  
"I have not a clue"

**"Their Lordships understands your point"**  
means "your point is rubbish so shut up".

**"It is a short point isn't it?"** means  
"You go on at your own risk".

**"I would respectfully wish to disagree with the view expressed by the trial Judge"** means  
"The trial Judge has gone bananas".



**Andrew Macrae SC gave further examples  
in Life at the Bar, Bar Bulletin Vol 5(1) Publication  
of the Bar Council April 2000:-**

*I hear what you say means something between  
I don't like what you say, and I don't understand  
what you say, but get a move on anyway.*



**"We have that point"** means "We don't have that point and have no intention of having the point and get on with it."

**"That's your best point, isn't it?"** means "That's a hopeless point and we hope you are not going to trouble us with your other grounds of appeal which are even more hopeless".

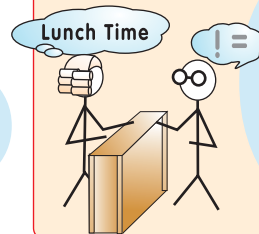
**"We'll retire for 15 minutes"** (at the end of an appeal) means "you have not made much impact".

**"We'll give judgment at 2:30"** (at the end of an appeal) means "you have given them just enough to spoil their lunch".

**"We'll reserve"**: a euphemism for "This is a tricky one and we'd better be careful".

**"If your Lordship will bear with me"** ("a diplomatic expression of exasperation") means "If your Lordship will stop interrupting, I can get on and develop my argument".

**"Your Lordship is absolutely right"** (again another "diplomatic expression of exasperation") means "Your Lordship is absolutely wrong but, if I can't persuade you by reason, I'll persuade you by flattery instead".



*I should better be careful next time if an arbitrator passes a remark that "Mr Tung is of course correct." The tongue/pen is of course mightier than the sword.*

*I also wonder whether the real message of "double speak" can be translated properly from English to another language. I will be interested to know whether an interpreter will translate any "double speak" literally or according to its "coded" message (if the interpreter knows what it is). The situation will be more interesting if there is Latin in the communications.*

*Next comes to statements from witnesses (and perhaps experts). Whilst a person's statement may accurately reflect the mind of that person, people process events in many ways. Recipients of messages have to judge whether any statement which a person makes represents what happened, what the person believed happened, what the person would like to have happened, what the person wanted others to believe happened and what the person wanted others to believe that the person believed happened (see*

*Editors' Note in The Complete Yes Minister by Lynn and Jay).*

*not to remember may not be as reliable as those which he/she chooses to remember); or if his/her statements are translated into English from some other languages.*

*It is fortunate that I can excuse myself for my inability to appreciate fully on "double speak" and Latin.*

*First, English is my second language and Latin is none of my languages at all.*

*Second, I apply the theory in the Introduction in Pleading Without Tears by Rose, "double speak" etc are clearly said by Very Clever People and one has to be a very clever person oneself in order to understand all these.*

*May I conclude this article by citing from the Introduction in Uncommon Law by Herbert (also from his Wigs at Work): "I have in fact a warm admiration by their lucid language, delicate reasoning and their pride in pursuit of justice and order. If I laugh at some of them I laugh with affection and respect" (here I use "with respect" literally as what the words mean, for if I think otherwise, I would not have studied law at all).*



*The situation may be more confusing if the witness has selective memories (memories of things which he/she chooses*

## HKIS Surveyors Annual Dinner 2004

### Guest of Honour

The Honourable Michael SUEN Ming Yeung, GBS, JP Secretary for Housing, Planning and Lands, HKSAR

### Date, Time and Venue

19 November 2004  
7.00 pm (Reception) for 8.00 pm (Dinner)  
Grand Hyatt Hong Kong

### Cost

\$10,200 per table of 12 persons  
\$850 per individual booking

### Registration

For registration, please visit the website [www.hkis.org.hk](http://www.hkis.org.hk) or contact the HKIS at 2526 3679. Bookings are on a first-come-first-served basis.

## 上海蒲東



今次上海之行的得著並非我們所預料之中，本來我們的行程內並不包括參觀工地，但有幸認識在國內工作的香港專才羅偉文先生。羅先生是上海一間地產發展公司的經理，他在國內有關房地產發展的工作亦有相當經驗；在他的安排下我們參觀了一個位於蒲東有八十多萬平方米；分多期發展的大規模住宅發展地盤。

其實上海房地產發展迅速，一切樓宇設計的規範、工程進行的監督、施工安全的要求等等都有明確條例規定。比較香港建築物條例與上海樓宇設計的規範，因為地理環境不同；所以上海新建之樓房是需要顧及四周樓宇的天然採光。因此，房屋的高度除了受到地積比率及總樓面面積限制外，更受著「日照」的管制。我們在羅先生的帶領下在工地範圍內走一趟就要個多小時。本來以為地盤大多是沙塵滾滾，污穢不堪。我們所參觀的地盤面積很大；但所有地方都很十分整齊。建築物料、大小工具、機械、垃圾與廢料等都各安其位亦沒有塵土飛揚的場面。因此，可以理解到在上海的工地管理已相當文明，而且對於安全、環境保護及質量監督等等的要求亦相當嚴格。

在工地中我們發現了有一所幾層高工廠及一所仍有二、三戶居民居住的小屋。據了解，因為他們不接受發展商提供的拆遷賠償因而繼續居住在原來住所中。由於拆遷問題相當繁複，發展商會委託當地的專門企業代為處理及安排拆遷的事宜，跟居民直接談判；雖然，大多數居民都已遷出，但仍有小數居民拒絕遷徙。事實上，工廠與小屋亦影響了部份樓宇配套設施。樓盤中即將發展的停車場就正是他們居住的位置，而最重要是停車場的另外用途是作為‘人防’（‘人民防空工程’）之用。所謂‘人防’是所有大城市新建十層高以上樓宇必須按法例要求所提供的設施；在戰爭時作為避難所。在‘人防’內一般的居住配套已預留位置，以便一旦發生戰爭時可以迅速



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安裝基本的居住設施；例如，水管、廁所、通風等等。因為法則規定‘人防’必須建於地下室，因此大多數都會利用停車場的位置，再加建必須的配套或預留空間來作為人防。發展商必須建好人防才可以呈報完工。如因其他因素不能興建人防在發展的樓宇內，發展商必須提出合理原因，例如土質問題給規劃局審批，但必須補貼政府來建造易地人防。

我們曾經與多位從事房地產發展的國內同胞交談；他們都十分羨慕香港房地產發展公司，可以委託建築師、工程師、測量師等去籌劃一切房地產發展工作。因為國發展事房地產項目中所有需要呈送到政府部門的文件以及大小事項都要發展商（發包商）承辦。無論土地發展與樓宇設計的審批，以及建築期內的相關文件及完工紀錄圖則‘入城檔’，都由發包商牽頭做起一直到竣工驗收程序。

除此之外，我們亦留意到一些較為特別的事項，例如樓宇落成時必須按照已審批圖則完成一切室內裝潢；因為在樓宇驗收其中的一項程序，是按照「民用建築工程室內環境污染控制規範」(GB50325/2001)進行樓宇室內放射性物質檢測。當工程竣工後，驗收人員會進行室內空氣檢測，有關氡氣、游離甲醛、苯、氨、PVOC及石材的放射性有否超標。當我們參觀示範單位時就明白室內設計在上海房地產發展中有其重要價值；因為室內設計可能構成影響樓宇銷售因素。

這次工地參觀加深我們對上海發展的概念。香港這個彈丸之地，發展的空間有限；所以我們作為年青新一代的專才，實在需要好好考慮發展國內市場。多聽多聞有關內地發展資料，為自己增值，隨時踏出北上工作的一步。

