

人力資源 Human Resources

Training

During the year, we have organized a total of 16 training classes and 149 sponsored external short courses, conferences and seminars for our staff. To equip our staff with the necessary skills to handle external stakeholders, we have organized 11 luncheon talks and experience sharing sessions covering subjects such as service excellence, relationship management, inter-personal skills and stress management. In addition, we have designed and held regular induction talks to help new staff understand the role and functions of the URA and to adapt to their respective new roles. We complement all of these efforts by encouraging and recognizing excellent performance through measures including our Quarterly Management Recognition Award, with nine teams and one individual receiving awards for their work in 2006/07. We were pleased that the quality and dedication of the work of our staff was recognized by the selection of Connie Cheung, Assistant Manager of District Development (Operations) to receive a 2006 Ombudsman's Award.

Staff Communication

To strengthen staff communication and instill a stronger sense of belonging and commitment, we complemented our use of staff newsletters, regular release of electronic updates and lunch time sharing sessions, by holding regular communication sessions to update our staff on the progress of our business. In addition, small group meetings were held regularly with the Managing Director. Better understanding was achieved by involving more staff in task forces/review committees/focus groups when reviews were carried out in areas of concern to staff, such as benefits, training and development and performance measurement.

The Staff Club continued to play an active role in promoting staff relations, community service and staff well being. Apart from recreational activities such as visits, outings, interest classes and sports competitions, including the Standard Chartered Hong Kong Marathon, our staff also took part in charity events such as Oxfam Trailwalker, as well as in voluntary service activities to help the underprivileged and the elderly in the community. We are pleased to report that staff sentiments have improved with overall turnover for the year lowering to 10.61% from 11.2% in 2005/06, and that of senior staff lowering to 10.39% from 17.8%.

財務資源 Financial Resources

政府注資

二零零二年六月二十一日，立法會財務委員會批准政府由二零零二/零三年至二零零六/零七年的五個財政年度期間，分階段向本局共注資一百億元。本局已收迄全部五筆各二十億元的注資。

財務狀況及融資需要

截至二零零七年三月三十一日，本局的資產淨值為一百二十三億元，當中包括過去五年政府注資共一百億元，以及從營運得來的累積盈餘二十三億元。本局能夠錄得有關盈餘，主要是在地產市道好轉情況下、掌握良好經濟時機，為大部分的重建項目邀請合作發展商、以及獲得銀行存款結餘的利息收入，並且以審慎理財管理的模式運作。

於二零零七年三月三十一日止，本局的現金及銀行存款結餘為七十九億元。考慮到市場情況、利率趨勢，以及本局已批核的投資指引，本局的現金盈餘存放於多間銀行作一個月至十二個月的定期存款，以及不同期限的結構性存款。在二零零六/零七年的財政年度，本局並無借貸。

本局預計，自二零零七年四月一日起的未來五年，就業務綱領及業務計劃內所列項目，本局所需的總開支約為三百億元。上述開支涵蓋重建發展、樓宇復修、文物保育及舊區活化的項目，當中並未包括營運支出。在重建發展項目中，將包括四個前土發項目，其中一個是本局歷來最大規模的觀塘市中心重建計劃，將涉及龐大的收購成本。因此，雖然本局於二零零七年三月止持有七十九億元現金，在未來五年推行項目時，預計仍需要向外尋求融資，例如向銀行借貸。在未來數年，預期本局在進行收購期中及在項目招標前，現金結餘將會減少。

當本局實施市區更新項目時，會因為地產市場波動而無可避免地面對各種風險。由於個別項目在市場周期的不同時間開展，本局的財務狀況會因而受到影響。近年，由於收購成本顯著上升，本局在重建項目的風險亦相對增加。為確保市區更新計劃可以持續推行，本局會採取十分審慎的理財方針，以及參照良好的商業模式運作。

過去幾年的財務摘要撮錄於本年報第九十七頁。

年內的營運盈餘

在二零零六/零七年度，本局錄得八億元營運淨盈餘，主要來自灣仔的投標項目及銀行存款結餘的利息收入。對比上年度的十六億元，本年度的營運盈餘減少百分之五十，原因是經過本港地產市道大幅攀升後，西區一個招標項目在上年度取得可觀的盈餘，並在該年度入帳。

成本控制

儘管去年的市區更新工作規模較前龐大，本局仍然保持一貫的審慎理財原則，盡可能尋求減低成本的措施。由於本局推行觀塘市中心項目，員工數目亦由二零零六年三月三十一日的二百四十六人增加至二零零七年三月三十一日的二百六十五人。同期，辦公室的總行政開支為二億五百萬元，較上年度增加約二千萬元。