



市建局於觀塘設立辦事處，加強與居民溝通。
URA sets up an office in Kwun Tong to enhance communication with residents.

well as conservationists and works-related professionals, so that URA may be suitably and directly advised on all relevant aspects and concerns when planning our renewal projects. During the year 2005/06, a total of 17 DAC meetings were held, not including numerous informal discussion sessions with individual members.

URA is fully aware of the importance and benefits of effective community relations and this strategy will remain one of our major corporate objectives and missions. We will, therefore, continue to diligently apply “people-oriented” principles and strive sincerely to improve our community engagement efforts.

We also had a busy year of public contact with our hotline and neighbourhood centres handling some 7,000 enquiries and requests for assistance as well as 11 complaints. We fully met our performance pledge to provide same-day replies for 95 percent of all enquiries, five-day replies for 90 percent of all requests and 14-day replies for 90 percent of all complaints. In particular, the one-stop hotline service between the URA, Hong Kong Housing Society and Buildings Department provided an effective means of handling public enquiries and requests for building rehabilitation and maintenance assistance.

Another communication channel between URA and the public is our Information Centre which received about 2,300 members of the public and overseas visitors during the year.

The URA website was further strengthened with the addition of a special corner for the Kwun Tong Town Centre project. It is noteworthy that during the year, the website recorded no less than 11,830,000 hits.

A new edition of the URA Corporate Brochure was produced with improved design and contents to better present the URA’s vision, imagination and creativity in urban renewal in an exciting way. This Corporate Brochure won an international award, namely, the Grand Award, Winner - Brochure category in the International Mercury 2005 Awards as well as a local award, namely the Merit Award - Promotional Material in the 17th Hong Kong Print Awards.

Finance and Cost Control

Capital Injection

As approved by the Finance Committee of the Legislative Council on 21 June 2002, the Government has committed to injecting \$10 billion of equity capital into the URA over a five-year period from 2002/03 to 2006/07. The



市建局為觀塘市中心項目印製諮詢文件、海報、定期資訊期刊及新增網頁。
URA produces consultation documents, posters, information bulletins and special website on Kwun Tong Town Centre.



財務與成本控制

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。本局於二零零二年七月收迄首筆二十億元的注資，於二零零三年五月收迄第二筆，於二零零四年五月收迄第三筆，於二零零五年五月收迄第四筆，第五筆即最後一筆已於二零零六年四月收迄（即二零零五/零六年財政年度完結後）。

市建局為茂蘿街活化項目進行兩個月的全港性諮詢。
A two-month territory-wide consultation for Mallory Street revitalisation project.

財務狀況及融資需要

截至二零零六年三月三十一日，本局的資產淨值為九十五億元，當中包括過去四年政府注資共八十億元，以及從營運得來的累積盈餘十五億元。本局錄得有關盈餘，主要是由於審慎理財及地產市道好轉所致。

於二零零六年三月三十一日止，本局的現金及銀行結餘為六十二億元。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。在二零零五/零六年的財政年度，本局並無借貸。

本局在業務綱領及業務計劃內預計，自二零零六年四月一日起的未來五年，本局就業務綱領及業務計劃內所列項目所需的總開支約為三百億元，當中並未包括營運支出。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。



市建局社區事務及公共關係委員會主席李偉民先生
與市民討論茂羅街活化項目。
URA Community Affairs & Public Relations Committee
Chairman Mr Maurice Lee discusses the Mallory Street
revitalisation project with the public.

first tranche of \$2 billion was received in July 2002, the second in May 2003, the third in May 2004, the fourth in May 2005. The fifth and last tranche was received in April 2006, after the end of the 2005/06 financial year.

Financial Position and Funding Requirements

The Authority's net asset value as at 31 March 2006 was \$9.5 billion. This comprised a capital injection totaling \$8 billion from the Government during the past four years and an accumulated surplus of operations of \$1.5 billion. The surplus was achieved mainly because of the improved property market condition and the URA's prudent financial management.

As at 31 March 2006, the URA's cash and bank balances totalled \$6.2 billion. The surplus cash was placed as term deposits ranging from 1 to 12 months and invested in structured deposits for a range of maturity periods with a number of financial institutions after taking into account market conditions, interest rate trends and the Authority's approved investment guidelines. URA had no borrowings in the 2005/06 financial year.

URA estimates in its Plans that a total expenditure of about \$30 billion, excluding operational overheads, will be required by URA for the projects contained in these Plans for the next five years from 1 April 2006. This expenditure covers a number of projects for redevelopment, rehabilitation, preservation and revitalisation. Among the redevelopment projects will be four ex-LDC projects including the Kwun Tong Town Centre project, which is the largest project ever undertaken by the URA and requires an exceedingly large outlay for acquisition. Therefore, even with the cash holding of \$6.2 billion at March 2006, it is envisaged that the Authority will have to seek external financing, such as bank borrowings, in the course of implementing projects within the next five years.

Moreover, when implementing its urban renewal programme, the Authority is necessarily always exposed to risks arising from property market fluctuations. Its financial position is also affected by the outcome of individual projects launched at different times of property cycles. To ensure its urban renewal programme is sustainable for the long term, the URA must, therefore, maintain a very prudent financial position and have due regard for commercial principles in its operations.

Operating Surplus for the Year

Two redevelopment projects, namely, First Street/Second Street and Bedford Road/Larch Street, were tendered out in 2005/06. The upfront payments received, which totalled \$2.7 billion, were recognised as current

業務回顧 OPERATING REVIEW

在重建發展項目中，將包括四個前土發項目，其中一個是觀塘市中心重建計劃。觀塘市中心重建計劃是本局歷來最大規模的項目，將涉及龐大的收購成本。因此，雖然本局於二零零六年三月止持有六十二億元現金，在未來五年實施項目時，預計仍需要向外尋求融資，例如向銀行借貸。

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。為確保市區更新計劃可以長時間地持續推行，本局會採取十分審慎的理財方針，以及參考良好的商業模式運作。



窩打老道8號項目榮獲香港測量師學會的「二零零五年十大市場推廣」大獎。
Waterloo 8 project is awarded Top 10 Property Marketing Projects 2005 by Hong Kong Institute of Surveyors.

年內的營運盈餘

在二零零五/零六年度，本局批出兩個重建項目的發展協議，分別是西營盤第一街/第二街及大角嘴必發道/洋松街項目。本局共收到二十七億元的預付款項，並按照市建局的會計政策，已作本年度收入入帳。在扣除六億元的收購成本後，為本年度帶來二十一億元盈餘。

第一街/第二街項目及必發道/洋松街項目分別在二零零三年三月及八月進行物業收購，當時香港正處於「沙士」困難時期；而當這兩個項目分別在二零零五年七月及八月截標時，卻是物業市道復蘇的高峯期。根據差餉物業估價署的物業指數，地產市道自二零零三年三月至二零零五年七月期間大幅攀升，整體私人住宅物業售價指數上升百分之二十七，而私人零售物業售價指數則上升百分之八十一。地鐵公司落實興建西港島綫，亦是令西區地產市道上升的主要原因，大大影響第一街/第二街項目的預付款項金額。

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。由於本局推行的項目由二零零五年的二十五個增加至二零零六年的三十一個，員工的數目亦由二零零五年三月三十一日的二百三十七人增加至二零零六年三月三十一日的二百四十六人。同期，辦公室的年度行政開支減少約八百萬元。

組織及員工發展

在二零零五/零六年度，市建局董事會通過了人力資源策略方向及計劃，加強與各階層員工的溝通，並改善多項政策和管理制度，以吸引優秀員工留任、激發員工的動力及計劃工作接替。我們會於二



year income in accordance with URA's accounting policy. These payments contributed \$2.1 billion towards the surplus for the year after offsetting of the corresponding acquisition costs of \$0.6 billion.

Acquisition for the First Street/Second Street project in Western District and the Bedford Road/Larch Street project in Tai Kok Tsui began in March and August 2003 respectively, when Hong Kong was suffered from SARS, while the tenders for these projects closed in July and August 2005 respectively, during the peak of the recent property market recovery. According to the Rating & Valuation Department Property Index, the property market moved up significantly from March 2003 to July 2005, with the overall Private Domestic Property Price Index increasing by 27% and the Private Retail Property Price Index increasing by 81%. The confirmation of the construction of the West Island Line of Mass Transit Railway was an important contributing factor to the rise in the property market in Western District, which substantially affected the upfront payment for the First Street/Second Street project.

Cost Control

Notwithstanding the increased scale of urban renewal activities over the last year, the URA has continued to maintain prudent financial management and undertake cost-reduction measures whenever possible. With the increase in the number of projects being implemented from 25 projects in 2005 to 31 projects in 2006, the staffing level also increased from 237 as at 31 March 2005 to 246 as at 31 March 2006. Nevertheless, the annual administrative expenses have fallen by about \$8 million over the same period.

Human Resources and Staff Development

In 2005/2006, a Human Resources Strategic Direction and roll out plan was approved by the Board. Concerted efforts were made to further enhance our communication with all levels of staff and to strengthen our various policies with respect to staff retention, motivation and succession planning. Such efforts are continuing in 2006/07. Meanwhile, studies on streamlining of work procedures and implementation of staff development programmes are underway.

The URA's performance-driven culture was cultivated and reinforced through regular focus group discussions about the performance management system, and was complemented by training/coaching sessions about the skills necessary to develop specific objectives. During the year, we organized a total of 47 training classes and 159 sponsored external short courses, conferences, seminars for our staff. To equip our staff with the



市建局機構導覽的設計榮獲國際及本地獎項。
The URA Corporate Brochure has won international and local design awards.

業務回顧 OPERATING REVIEW

零零六/零七年繼續上述措施。本局亦正研究簡化工作程序及推行員工發展計劃。

為了進一步鞏固本局以工作表現為本的文化，我們定期討論「工作表現管理制度」，確立員工發展特定目標所需技能，以及讓員工與直屬上司直接討論工作目標。本局亦會於每季頒發傑出員工獎，以鼓勵及表揚同事的卓越表現。在二零零五/零六年度，共有八隊員工獲得此獎項。

此外，我們定期透過內聯網、職員通訊、季度簡報會及午餐分享會，進一步加強員工與管理層的溝通。

由於本港經濟在年內持續復蘇，就業市場的情況明顯轉佳，整體就業數字升至兩年新高。就業機會增多，加上經驗豐富的專業人士有限，令本局繼續面臨挑戰。在二零零五/零六年度，本局的整體員工流失率為百分之十一點二，而高層職員的流失率則為百分之十七點八。本局需要積極進行招聘，以吸引合適的人才。

本港的薪酬趨勢與就業率和區內的經濟增長息息相關，至二零零五年十二月三十一日止期內，本港的整體加權平均薪酬調整為百分之一點七，較二零零四年度增加百分之一點四，上述百分比是自二零零二年以來的最高紀錄。大部分本港公司的加薪幅度為百分之二至二點九，面對上述市場情況，本局平均調整薪酬為百分之二點四，是法定機構調整薪酬的幅度之內。

在二零零六/零七年度，本局會因應工作量加重而增聘人手。由於經濟表現持續強勁，加上失業率低，本局需要努力減低員工流失量，以及招聘合適的員工填補空缺。

市建職員樂益會繼續積極推動員工活動，以及參與服務社群。除了舉辦工餘活動如探訪、旅行、行山及烹飪班外，員工亦參加了不同的慈善活動，例如渣打馬拉松、樂施毅行者、公益金便服日，以及義工服務，幫助社會上的弱勢社群及長者。



市建局員工探訪大角嘴項目的居民。
URA staff members visit residents in a Tai Kok Tsui project.

necessary skills to handle external stakeholders, a number of luncheon talks by outside experts and experience sharing sessions on service excellence, relation management, and inter-personal skills were held. These efforts are complemented by encouraging and recognizing excellent performances through measures including the Quarterly Management Recognition Award, with eight teams receiving awards for their work in 2005/06.

Internal communication was further strengthened through establishing regular on-line communication, the use of staff newsletters, quarterly communication sessions, and lunch time sharing sessions between staff and Management.

With the recovery of the economy being sustained throughout the year, the labour market improved markedly with total employment rising to two-year high. Increased job opportunities combined with scarce supplies of professional and experienced staff continued to be a challenge for the Authority. Overall turnover was 11.2% in 2005/06, whilst that for staff at senior levels was 17.8%.

Compensation trends in Hong Kong are closely tied to employment/unemployment picture and the rate of economic growth in the region. The overall weighted-average pay adjustment in the market for the period ended on 31 December 2005 was 1.7%, which was 1.4% higher than in 2004. The percentage was also the highest recorded since 2002. Of those awarded a pay increase, most received adjustments in the range of 2.0% to 2.9%. Against this market background, URA adjusted its salaries by an average of 2.4%, which is within the range for statutory bodies.

With the economy remaining strong and unemployment low, URA will need to work hard both to contain staff turnover and to recruit actively to attract the right people so as to fill staff vacancies during 2006/2007, when we need to expand our workforce in view of our increasing workload.

The Staff Club continued to play an active role in promoting staff relations and a spirit of community service. Apart from staff recreational activities such as visits, outings, and cooking classes, our colleagues also took part in a number of charity events such as Standard Chartered Hong Kong Marathon, Oxfam Trailwalker, Community Chest Dress Casual Day, as well as voluntary service activities to help the underprivileged and elderly in the community.

