機 構 管 治
Corporate Governance

引言

市建局極重視機構管治的文化，董事會及各委員會在運作上均力求達致公開、高透明度和問責的高水平。

董事會

董事會由主席及二十位成員組成，成員來自不同背景，包括學術、商務、政府（屋宇署、民政事務總署、地政總署及規劃署的署長）、法律、政治（包括四位立法會議員），以及地產和社會工作等界別。另外，市建局的行政總監（法例指定同時為董事會副主席）及負責商務及企業與規劃及發展的兩位執行董事皆為其成員。董事會於二零零五年四月至二零零六年三月間召開了十次會議。

委員會

市建局為更完善執行其任務，在董事會轄下設立了七個委員會。各委員會由董事會成員及增選委員組成，按特定的權責範圍運作。各委員會的工作詳情如下：

Introduction

The URA places high priority on the standard of Corporate Governance to ensure accountability, openness and transparency in the work of its Board and Committees.

The Board

The URA Board consists of the Chairman and 20 other members hailing from diverse backgrounds - academia, business, government (Directors of Buildings, Home Affairs, Lands and Planning), legal, political (four Legislative Council members), property and social work. The Board also includes the URA's Managing Director, who is by law the Deputy Chairman, and the Executive Directors for Commercial & Corporate and Planning & Development. The Board met on 10 occasions between April 2005 and March 2006.

Committees

The Board has established seven Committees to pursue the purposes of the Authority. Each operates within its specific terms of reference. The Committees comprise both Board members and co-opted members. Details of the Committees are as follows:

委員會 Committees	負責範圍 Function Areas
審計委員會 Audit Committee	• 內部管理制度及程序 　Internal control systems and programmes • 財務及業務資料是否可靠、完整、及時和一致 　Reliability, integrity, timeliness and conformity of financial and 　operational information • 業務運作及管理制度符合程序 　Compliance of business operations and management practices • 市建局資源運用是否合乎經濟效益 　Economy, efficiency and effectiveness in the employment of URA's 　resources • 特別項目或特別調查 　Special projects and investigations • 本局的財務報表是否完整、準確及公平 　Completeness, accuracy and fairness of URA's financial statements • 外部審計師之評核及內部審計規章 　External audit reviews and internal audit charter • 危機管理 　Risk management
土地、安置及補償委員會 Land, Rehousing & Compensation Committee	• 土地物業事宜、補償及安置的政策 　Policies on land and property matters, compensation and rehousing • 向《市區重建局條例》第十二條所指人士提供貸款的政策和甄 　別資格 　Policy and criteria for loans under Section 12 of the URA Ordinance
財務委員會 Finance Committee	• 市建局的資金需求 　URA's funding requirements • 財務和會計政策 　Financial and accounting policies • 周年財務及核數報告 　Annual financial reporting and auditing • 盈餘資金的投資 　Investment of surplus fund • 年度業務計劃及五年業務綱領的財務範疇 　Financial aspects of the Annual Business Plan and Five-year 　Corporate Plan

委員會 Committees	負責範圍 Function Areas
規劃、拓展及文物保護委員會 Planning, Development and Conservation Committee	● 重建及其他項目的優先次序和推行方式 　Priority and means of implementation of redevelopment and other 　projects ● 五年業務綱領及周年業務計劃內所選的項目 　Selection of projects in the Five-year Corporate Plan and Annual 　Business Plan ● 公布項目及考慮有關反對意見 　Publication of projects and consideration of objections ● 呈交發展計劃予城市規劃委員會事宜 　Submission of Development Schemes to the Town Planning Board ● 規劃及發展大綱 　Planning and development briefs ● 保護文物擬案 　Conservation proposals
社區事務及公共關係委員會 Community Affairs and Public Relations Committee	● 公共關係策略 　Community relations strategy ● 有關成立分區諮詢委員會和社區服務隊及其運作的政策 　Policies for establishment and operation of the District Advisory 　Committees and the Social Service Teams ● 處理公眾查詢及投訴的政策 　Policy on public enquiries and external complaints
覆核委員會 Review Committee	● 因應受影響業主或住客的要求，覆核市建局執行政策時所作的 　決定 　Review of the Management's decisions on application of the URA's 　policies as requested by affected owners or occupiers
人力資源及薪酬委員會 Human Resources and Remuneration Committee	● 高層及一般員工的薪酬政策和指引 　Principles and guidance for the remuneration packages of senior and 　general staff ● 組織架構的成效 　Organisation effectiveness ● 人力資源政策 　Human resources policies ● 員工因內部紀律處分而提出的申訴 　Appeals from staff relating to internal disciplinary actions

市區重建局董事會
URA Board

行政總監
Managing Director

地區發展（行動）部
District Development
(Operations) Division

企業傳訊部
Corporate Communications
Division

財務部
Finance Division

規劃及發展部
Planning and Development
Division

- 物業徵購
  Acquisition

- 安置及補償
  Rehousing and
  Compensation

- 管理成功收購的物業
  Management of Acquired
  Properties

- 土地收回
  Resumption

- 收地清場
  Clearance

- 與各界持份者溝通
  Communication with All
  Stakeholders

- 社區聯繫策略、計劃及
  活動項目
  Community Engagement
  Strategy, Programmes and
  Projects

- 分區諮詢委員會
  District Advisory
  Committees

- 社區服務隊
  Social Service Teams

- 發放企業及營運資訊
  Corporate and Operational
  Information Dissemination

- 新聞傳媒關係
  Press Relations

- 推廣及宣傳
  Publicity and Promotions

- 公眾諮詢、求助及投訴
  Public Enquiries, Requests
  for Assistance and
  Complaints

- 市建局資訊中心
  URA Information Centre

- 本地及海外訪客
  Local and Overseas
  Visitors

- 財務規劃
  Financial Planning

- 財務會計
  Financial Accounting

- 庫務及籌資
  Treasury and Funding

- 法律事務
  Legal Advisory

- 機構秘書
  Corporate Secretarial

- 資訊科技
  Information Technology

- 人力資源
  Human Resources

- 行政
  Administration

- 業務綱領及業務計劃
  Corporate Plan and
  Business Plan Preparation

- 重建發展/舊區活化/
  樓宇復修/保育文物
  的整體規劃
  Overall Planning for
  Redevelopment /
  Revitalisation /
  Rehabilitation /
  Preservation

- 項目規劃（地盤分析）
  Project Planning (Site
  Assessment)

- 執行規劃支援
  Implementation Planning
  Support

- 發展監察及研究
  Development Monitoring
  and Research

- 社區影響評估
  Social Impact
  Assessment

- 城市設計及綠化
  Urban Design and
  Greening

- 地理信息系統
  Geographical Information
  System (GIS)

物業及土地部 Property and Land Division	規格及合約統籌部 Standards and Contract Management Division	機構策略處 Corporate Strategy Department	內部審計處 Internal Audit Department
• 項目準備工作，可行性研究，收購價格評估 Project Preparation, Feasibility Studies and Assessment of Acquisition Offers • 制訂物業收購、住客現金補償及安置政策 Formulation of Policies on Acquisition, Re-housing and Cash Compensation • 一般估價服務 General Valuation Services • 批地及有關工作 Land Grant and Related Matters • 租售及管理市建局物業 Sales, Leasing & Management of URA-Owned Properties	• 項目協議管理 Management of Project Implementation Agreements • 採購及合約管理 Procurement and Contract Management • 建築項目管理 Management of Construction Projects • 設計及建築政策與規格 Design and Construction Policies and Standards • 品質保證 Quality Assurance • 推行樓宇復修計劃 Implementation of Building Rehabilitation Schemes	• 制訂機構政策及策略 Formulation of Corporate Policies and Strategies	• 運作審計 Operational Audit • 衡工量值式審計 Value-for-Money Audit