

當你拒絕為客觀環境所困就是邁向成功的第一步。

馬克·堅

The first step toward success is taken when you refuse to be a captive of the environment in which you first find yourself.

Mark Caine

步向新境界

Towards NEW FRONTIERS

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）及負責財務與規劃及發展的兩位執行董事皆為其成員。董事會於二零零三年四月至二零零四年三月間召開了十一次會議。

委員會

市建局為更完善執行其任務，在董事會轄下設立了八個委員會。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 a 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 a diversity of 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 Finance and Planning & Development. The Board met on 11 occasions between April 2003 and March 2004.

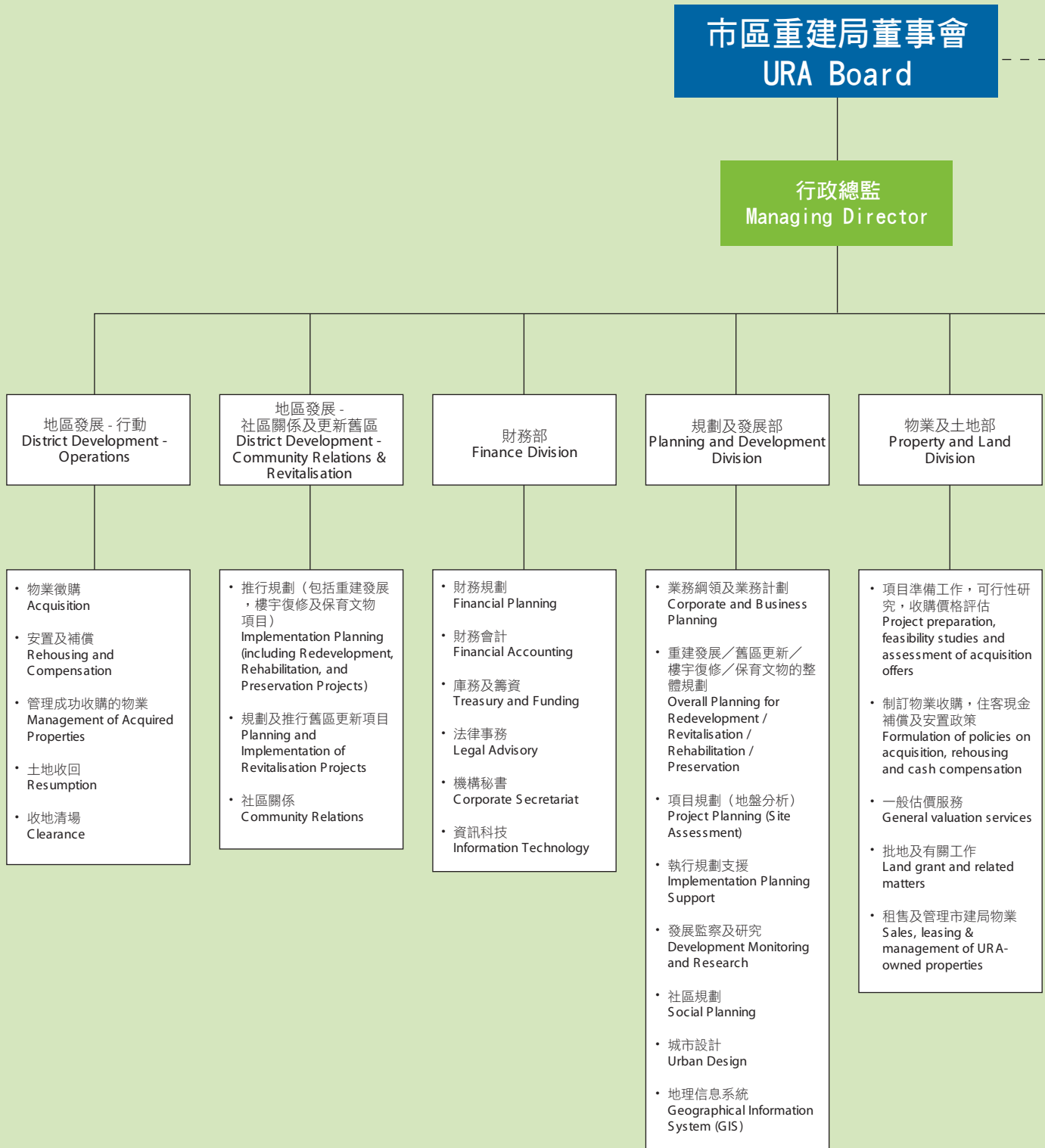
Committees

The Board has established eight 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
常設委員會 Standing Committee	<ul style="list-style-type: none"> • 各委員會所負責範圍內外的策略性事務 Strategic issues embracing the ambit of various other Committees or those do not fall into the auspice of any particular one • 五年業務綱領及周年業務計劃 The Five-year Corporate Plan and Annual Business Plan
土地、安置及補償委員會 Land, Rehousing & Compensation Committee	<ul style="list-style-type: none"> • 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
財務及行政委員會 Finance & Administration Committee	<ul style="list-style-type: none"> • 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 • 員工的薪酬待遇條款、寫字樓選址事宜、薪酬委員會範圍之外的有關薪酬事宜 Employment terms and conditions, office accommodation and remuneration matters not covered by the Remuneration Committee • 員工投訴及紀律事宜 Staff complaints and disciplinary issues
規劃、拓展及文物保護委員會 Planning, Development and Conservation Committee	<ul style="list-style-type: none"> • 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 • 保護文物提案 Conservation proposals

委員會 Committees	負責範圍 Function Areas
社區事務及公共關係委員會 Community Affairs and Public Relations Committee	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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
薪酬委員會 Remuneration Committee	<ul style="list-style-type: none"> • 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
審計委員會 Audit Committee	<ul style="list-style-type: none"> • 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

組織架構 ORGANISATION STRUCTURE



規格及合約統籌部
Standards and Contract
Management Division

- 合約管理
Contract Management
- 監督項目推行協議
Project Implementation
Agreement Monitoring
- 採購及設施管理
Procurement and
Facilities Management
- 技術秘書
Technical Secretariat
- 設計及建築政策與規格
Design and Construction
Policy and Standards
- 品質保證
Quality Assurance
- 推行樓宇復修項目
Implementation of
Rehabilitation Projects

機構策略處
Corporate Strategy
Department

- 制訂機構政策及策略
Formulation of Corporate
Policies and Strategies

對外關係處
External Relations
Department

- 宣傳
Publicity
- 建立地區伙伴關係
Community Partnership
- 資訊提供
Information Provision
- 公眾諮詢及投訴
Public Enquiries and
Complaints

人力資源及行政處
Human Resources and
Administration
Department

- 篩選及招聘
Selection and Recruitment
- 薪酬及福利
Remuneration and
Benefits
- 表現管理及評核
Performance
Management and
Evaluation
- 人事拓展
People Development
- 職員關係／溝通
Employee Relations /
Communications
- 辦公室行政及支援服務
Office Administration and
Support Services
- 固定資產監控及保險
Fixed Assets Control and
Insurance
- 辦公室設備及用品採購
Procurement of Office
Equipment and Supplies

內部審計處
Internal Audit
Department

- 運作審計
Operational Audit
- 衡工量值式審計
Value-for-Money Audit