

The background is a solid teal color. A large, white, multi-lined spiral starts from the center and moves outwards, creating a sense of depth and movement. The spiral is composed of many thin, parallel lines. In the lower-left quadrant, there are several concentric white arcs, also made of multiple parallel lines, that curve across the page. The overall aesthetic is clean, modern, and futuristic.

CORPORATE
SUSTAINABILITY

The spiral of seashells is often associated with the golden ratio and epitomises the spirit and philosophy of the URA's corporate sustainability efforts, namely the pursuit of 'good' growth under a balanced and sustainable approach to renew our city.

Our sustainable urban renewal strategy is evidenced not only by the new, smart and green buildings in our numerous projects, but also by our revitalisation and maintenance of existing buildings.

The goal is to improve the liveability of older districts, beautify the neighbourhood and slow down the pace of urban decay.

The seashell also invokes the image of a child listening to the ocean by holding it to his ear. At the URA, we believe engagement with the community and a wide spectrum of stakeholders are vitally important to our work. Listening to their voices and caring for their well-being are keys to successful and fruitful urban regeneration. As COVID-19 continues to affect Hong Kong's economy, small businesses and the under-privileged, the URA provided rent relief measures to help tide its tenants over the difficult times.



ENVIRONMENT
ECONOMY
SOCIETY
PEOPLE
PROCESS

Driving Our Economy

The URA endeavours to revitalise the urban neighbourhood through strengthening the economic, social and environmental fabrics for the benefit of the community. Through a process of careful planning for sustainable urban renewal, we create space for business and job opportunities while bringing re-composition of the social landscape.

Rent Relief Measures under COVID-19

In line with the extension of rent relief measures announced by the Government to combat the impact of COVID-19 and support small enterprises, the URA has extended the rent relief measures for its tenants to September 2021 and helped tide 870 residential and commercial tenants over the difficult time, involving over \$120 million in total. Subject to the pandemic situation and its impact on the tenants in our projects, the URA will review the need for further extension of the relief measures, if necessary, to help sustain the tenants' businesses.



“ Just when I thought about closing the restaurant, URA offered us rent relief in a timely manner. ”

James YEUNG Ying-pong
Co-founder of Ahimsa Buffet,
tenant of URA's H18 Project

Preserving Local Economic Activities

Conscientious efforts are made to ensure local businesses continue to thrive in the process of urban renewal. Similar to URA's Prince Edward Road West Revitalisation Project, the 618 Shanghai Street which opened in 2019 showcases how the overall physical environment can be improved to cultivate a place where old meets new while espousing economic vibrancy for the local community.

In 2020/21, the Yue Man Lane, the retail space in part of the new shopping mall named Yue Man Square specially reserved for former stall operators in the Development Areas 4 and 5 of the Kwun Tong Town Centre Project, attracted 15 former operators to return. These relocated businesses cover a variety of goods and services, ranging from Chinese-style desserts, medicines, electrical appliances to furniture and interior design services, just to name a few. With relocation and business resumption assistance provided by the URA, these stall operators have also seized the opportunity to transform and expand their business to meet new market environment. On the 'B1' level of Yue Man Square, a brand-new Yue Man Hawker Bazaar was also opened in April 2021 housing a hundred licensed fixed-pitch hawkers formerly stationed at temporary hawker bazaars in the project. The Yue Man Lane and Yue Man Hawker Bazaar together have formed a new hub for retaining local characteristics and street culture of Kwun Tong while maintaining neighbourhood connections.



Former stall operators have relocated their businesses to the new Yue Man Lane and Yue Man Hawker Bazaar attracting new customers.



“ Just as an old horse knowing the way home, our loyal customers have returned! ”

YAU Lai-ping and YAU Pik-wan

Owners of 'Supreme' phone accessories shop at Yue Man Lane

The URA continues to adopt tactical measures for the implementation of the Peel Street/Graham Street Project (H18) in order to keep the nearby century-old market intact and to enhance vibrancy. Following a series of promotional activities, Graham Market and the new market block at Site B of H18 have become an iconic spot for local residents to purchase a vast variety of their daily needs.



The URA organises community workshops to promote local businesses operating in the Peel Street/Graham Street Project.



Dignity Kitchen, a social enterprise operating at 618 Shanghai Street and being beneficial to the society, complements the URA's mandate to revitalise the community in old districts.

Facilitating Social Enterprises to Thrive

During 2020/21, the URA continued to provide premises of about 5,000 square metres at a basic or concessionary rent for non-governmental organisations (NGOs) and social enterprises (SEs), including units leased out for Community Housing Movement. At 618 Shanghai Street, a social enterprise named Dignity Kitchen has been operating with the mission of helping the disadvantaged and disabled to become self-reliant through employment and vocational training, a business beneficial to the society and complementary to the URA's mandate to revitalise the community in old urban areas through urban renewal works.

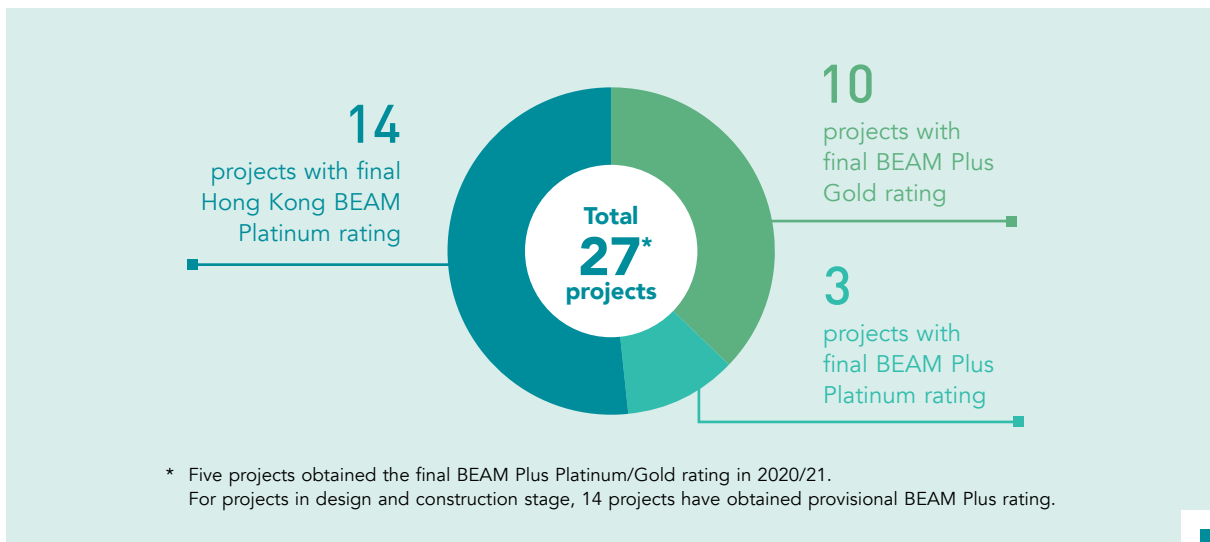
Local communities, NGOs and creative talents can also rent activity space on a daily basis to organise workshops, performances, exhibitions and promotions at the URA's community space at H6 CONET in Central, 7 Mallory Street in Wan Chai and 618 Shanghai Street in Mong Kok at a community rate.

Caring for Our Environment

Environmental sustainability interweaves various stages of urban renewal as well as being a tenet that guides our strategies and operations. The URA aims to spearhead the development of green-and-smart buildings and innovative urban designs in order to provide high quality homes and sustainable living for our citizens.

Promoting Green Building Designs

While acknowledging that redevelopment and construction works would inevitably pose impacts on the environment, the URA has put continuous effort in its planning objectives to create low-carbon neighbourhoods and green buildings for a sustainable development of the environment. In 2020/21, the URA continued to embrace green building designs in its redevelopment projects, thereby improving the energy efficiency of buildings, reducing water consumption and waste generation as well as providing more green areas for the local community. With the combined efforts of both the URA and its joint-venture partners, certificates have been attained for the high standards and sustainability performance of different projects.



Green Item Subsidy

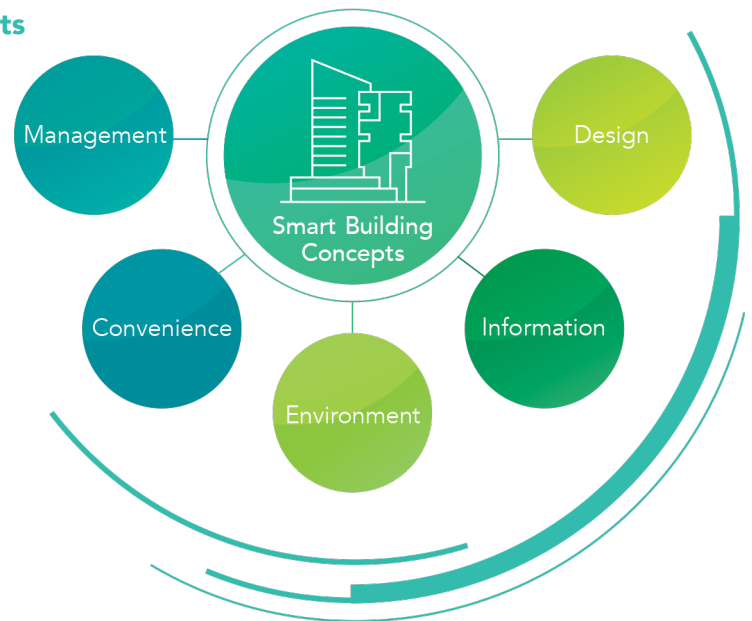
340 buildings approved applications

amounting to **\$20** million

The URA not only dedicates its effort to promote new green buildings, but also strives to improve the green elements of existing buildings through rehabilitation. The URA introduced the Green Item Subsidy (which won a Hong Kong Green Building Council Award in 2016) under the 'Common Area Repair Works Subsidy' to encourage property owners to use environmentally-friendly building materials and install energy-saving facilities when carrying out building maintenance and repair works. As of 30 June 2021, the URA had approved Green Item Subsidy applications from owners of about 340 building blocks (involving approximately 16,400 units) amounting to a total subsidy of around \$20 million.

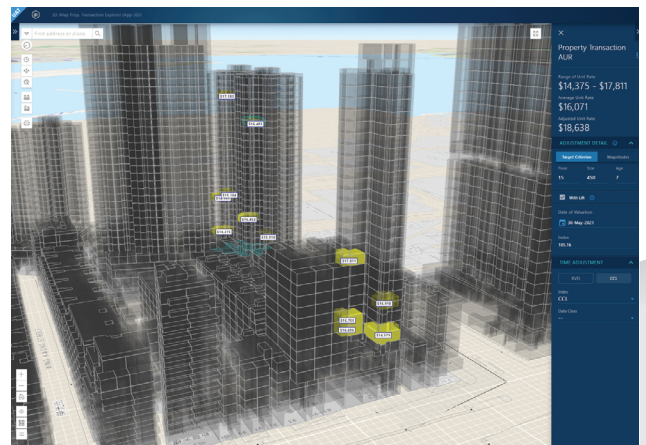
Incorporating 'Smart Building' Concepts

The URA is keen to incorporate 'Smart Building' concepts into its development projects covering five aspects, namely Design, Information, Environment, Convenience and Management. Smart buildings will create smart and vibrant living conducive to the development of a 'Smart City' in Hong Kong. Smart features such as home energy and water consumption systems, home health and wellness systems, smart displays, home waste management systems, Building Information Modelling (BIM) and building management systems have been adopted in various URA projects.



Creating Liveable Environment with 'Digital Twin' Technology

To support our district-based and people-centric urban renewal approach, the URA pressed on with the development of the Urban Renewal Information System (URIS), a Geographic Information System-based platform which allows central data storage and data exchange across internal divisions while also serving as a portal for the collection of external data. Specifically, it enables the creation of digital twins of the built environment to support the analysis of geographical and environmental data and provide simulation of micro-climates. With a better understanding of the built environment and the potential impact of our urban renewal initiatives, the URA could make swift and precise planning decisions to ensure the creation of a more liveable environment for the community.



Through the creation of digital twins, URIS allows more effective property transaction analysis (above) and traffic noise impact simulation (below).



The URA will continue to enhance the functions of URIS. It is anticipated that the development of URIS may augment the development of the common spatial data infrastructure by the Government and enhance data sharing with Government departments. The appointed consultant commenced the system development in the third quarter of 2019, and ten '4Rs' task-specific applications have been developed and rolled out successfully by March 2021. The system development work will be completed in 2021/22.

Applying Green Innovative Technology



The URA is keen to explore the applicability of green innovative technology in its projects. At the Public Transport Interchange (PTI) of Yue Man Square which commenced operation in April 2021, the URA has installed an award-winning local invention – the bladeless Air Induction Units (AIUs), which are capable of inducing up to 10 times of air movement as compared with conventional mechanical fan systems with less energy consumption.

At H6 CONET, a biofilter system has been installed as a green wall to improve the indoor air quality. A distinctive drop of pollutants such as VOC, PM10 and CO₂ in the airflow has been realised since the installation. With the biofilter system, visitors in H6 CONET can enjoy clean and fresh indoor air.

The Air Induction Units installed at the Yue Man Square Public Transport Interchange help improve the airflow with less energy consumption.

In addition, the URA is adopting Modular Integrated Construction (MiC) method, which is sustainable and environment-friendly, for the construction of Ash Street Project (DL-11). Under MiC, free-standing integrated modules are manufactured in a prefabrication factory and then transported to the site for installation in a building, hence reducing dust and noise pollution from construction sites, minimising construction waste and improving construction waste management. This first MiC project of the URA for private residential development, with foundation works commenced in October 2020, is expected to set an example for private developers to follow suit.



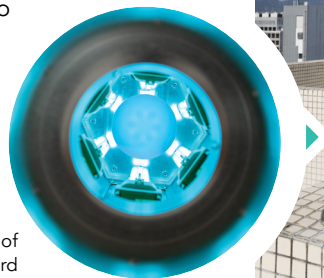
The prototype of integrated module adopted for Ash Street Project



Artist impression of Ash Street Project

Developing Smart Innovations to Combat COVID-19

In view of the pandemic, the URA seeks to adopt ‘Smart Hygiene’ concepts in its redevelopment projects to create quality and healthy living. Some of the smart features being incorporated into URA’s in-house projects include UV-C VentGuard, touchless button for lift systems and sterilisation method for common areas. In particular, the UV-C VentGuard for sterilising air inside the vent pipes of a drainage system has already been installed in URA’s rehousing block at Soy Street and the Central Market. These smart features will also be incorporated into DL-11 Project targeted for completion in 2023/24.



Cross section view of the UV-C VentGuard



Installing the UV-C VentGuard on the rooftop ventilation pipe of rehousing block at Soy Street.



The 'U-trap Refill Automator' design team is the Gold Award winner of the Innovative Design Competition (left). The winning design will be installed at URA's rehousing blocks and some of the acquired properties after development and testing (below).



Originated from the Innovative Design Competition 2020 jointly organised by the URA and the Institute of Vocational Education, the 'U-trap Refill Automator', a winning application which detects water level and refills water in U-traps to prevent the drying out of floor drains hence reducing the risk of virus spread, was taken forward for further development.

The design of the product has been finalised and production is in progress. A total of 2,000 units will be installed in URA's rehousing blocks and some of the acquired properties.

Greening Our Business Operation

In recognition of our efforts to maintain green operation, the Environmental Campaign Committee (ECC) awarded the Carbon Reduction Certificate, which is valid until 2024, to the URA's headquarters premises in 2021.

Furthermore, under the ECC's schemes in 2020, the URA has obtained the Hong Kong Green Organisation (HKGO) Certification for waste reduction and recycling as well as the HKGO's WasteWi\$e Certification at 'Excellence Level'.



The electronic Document Management System reduces the filing of documents thus saving paper usage.



In 2020/21, the URA continued to adopt e-freezing survey for the new project commencement using tablet computers as an environmentally friendly measure and for enhancing efficiency in data reporting. The URA has also developed and launched an electronic Document Management System to streamline the workflow and reduce the filing of documents' hard copies to save paper usage. Additionally, digitalisation initiatives at multiple fronts of the URA's operation processes such as site work supervision, building monitoring and subsidy administration are being planned to enhance the organisation's effective use of resources.

Contributing to Our Society

The URA supports various programmes to improve social inclusiveness and mobility of under-resourced people. We are committed to providing opportunities for the public to learn, bringing love and care to the residents, instilling arts and culture in old districts and creating a vibrant environment for the community. We care about the living environment from community hygiene to building and housing quality, and employ design measures to improve land use efficiency and district walkability, in addition to harmonising our projects with the surroundings.

Educating the Community

To align with the Government's anti-pandemic measures, the URA closed its public facilities including the Urban Renewal Exploration Centre (UREC) and the Urban Renewal Resource Centre (URRC) for more than three months respectively from March to May 2020 and December 2020 to February 2021. Despite the closures, the UREC still received 844 visitors while the URRC served around 15,745 members of the public addressing enquiries, conducting briefings, meetings and community activities on matters relating to building repair and maintenance in 2020/21. Since 2014, the URRC has also been serving as a meeting venue for mediations relating to building repair and maintenance, property valuation and construction arranged by the Joint Mediation Helpline Office. A total of 23 mediation meetings were held at the URRC during the year.

Although docent tours at the UREC were suspended, the URA produced a three-minute video to take the public on a virtual tour of the UREC to promote the work of the URA and the significance of urban renewal. The video, which was published on the URA's Facebook page, has reached around 5,000 target audience.

Reaching Out to the Community

Our care for the people extends beyond our urban renewal works. As part of the Corporate Social Responsibility programme, the URA has partnered with local universities and NGOs in the Community Service Partnership Scheme (CSPS), in which URA colleagues and university students join hands to serve residents in old districts through various programmes. In 2020/21, our volunteers, whose number increased by over 30 to more than 160, took part in a wide range of activities including making bespoke furniture for families living in sub-divided units, producing handy study toolboxes to give children living in sub-divided units a better home-learning environment, arranging online visits to elderly care centres during festive occasions and making cupcakes with the elderly. More than 120 household beneficiaries in districts covering To Kwa Wan, Kwun Tong, Central & Western District and Sham Shui Po were served. Since the launch of CSPS in 2012/13, more than 1,500 volunteers have achieved a total of 11,000 service hours, benefitting over 2,500 people.



CSPS volunteers produce bespoke furniture for families living in sub-divided units in old districts.

Caring for the Underprivileged

Besides adopting a people-oriented approach when delivering our core businesses of redevelopment and rehabilitation, the URA also seeks opportunities to engage our partners and help people in need. During 2020/21, the URA continued to offer some renovated flats in the acquired properties at Wing Lee Street and Staunton Street as well as units at our rehousing blocks to NGOs and SEs, who can in turn provide underprivileged residents with short-term tenancies below the market rent.

In 2020/21, the URA's 'Home Repair Services Community Programme' has benefitted approximately 800 families with poor living conditions in aged buildings in Kowloon City, Yau Tsim Mong and Sham Shui Po. Another pilot scheme, the 'Home Improvement Community Programme', was launched in the year to improve the living condition of elderly tenants in URA projects through comprehensive refurbishment of the public rental housing units where they were rehoused. A total of six cases were completed in 2020/21 under this pilot scheme with customised furniture and facilities provided to cater for the elderly tenants' current and future physical needs.



Under the Home Improvement Community Programme, elderly tenants in URA projects receive customised furnitures and elderly-friendly facilities for their new public rental housing units.



In light of the pandemic, URA partners with a local community organisation in Sham Shui Po to provide cleaning for 20 patios of old buildings that are without Owner Corporations, serving 300 households.

In view of the pandemic, the URA partnered with a local community organisation in SSP to launch a new service programme to step up infectious control measure for households living in sub-divided units in Kim Shin Lane and other three-nil (no management, no owners' corporations and no maintenance) buildings in the district. The service programme provided cleaning of 20 patios of old buildings that were without Owner Corporations, serving 300 households. In partnership with another local community organisation in Sham Shui Po, the URA additionally launched a new service programme to provide inspection service and minor repair of sewage systems, as well as cleaning of patios for three-nil buildings in the Nam Cheong area, serving more than 500 households.



URA enriches the living quality of residents in old districts through supporting various art and cultural activities.

Cultivating Arts and Culture in Old Districts

Neighbourhood is more than its physical environment. It is the local culture and characteristics that create its identity. An appreciation of the local arts and culture will allow a deeper understanding of the community while providing enjoyment. In 2020/21, our 'Arts and Cultural Partnership Programme in Old Urban Districts' supported a total of six new and ongoing programmes and reached out to about 9,600 people. These programmes included activities to enliven old urban districts by bringing enjoyment to local residents and the general public who gathered to appreciate the local characteristics. Since its inception, the URA has supported a total of 65 arts and cultural programmes, benefitting more than 680,000 people.

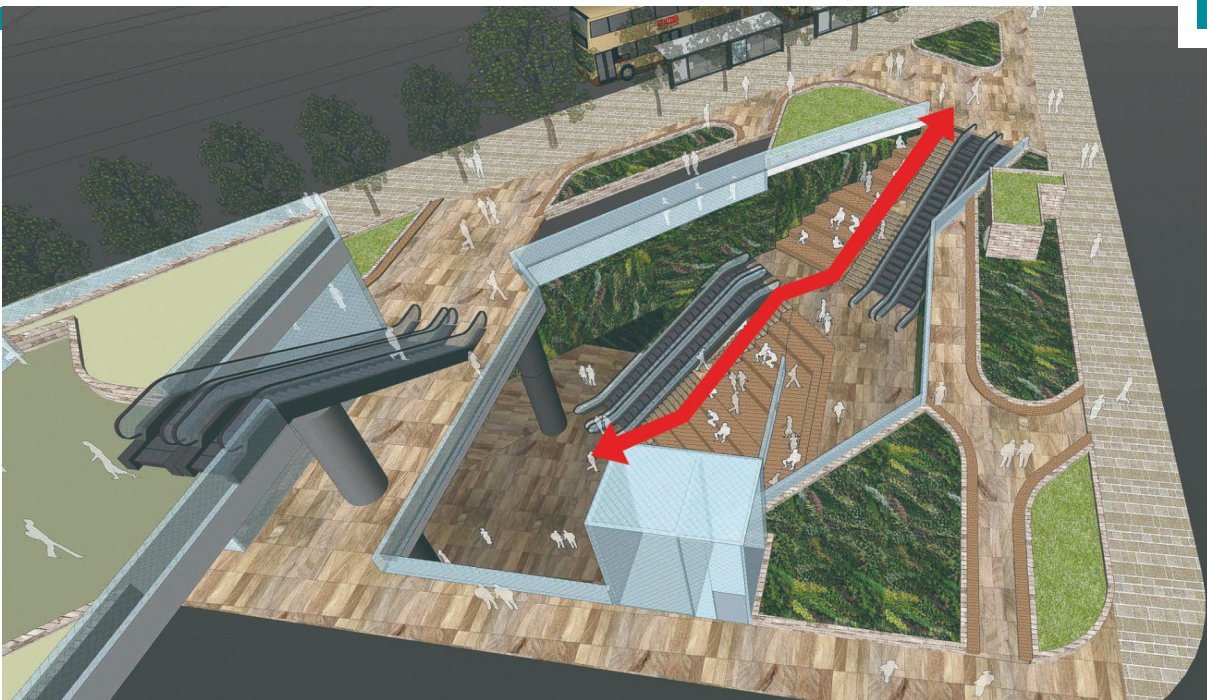
Diversified Urban Space for Health and Happiness

Over the years, as far as practicable, the URA has endeavoured to include open space and community/institutional areas in our moderate to large scale projects. Our redevelopment projects in various districts have provided easily accessible community and institutional facilities, including residential care homes for the elderly, youth centres, health centres, markets, cooked food centres and an indoor stadium to meet different needs of the residents. The highlight of the year would be the provision of the city's first-of-its-kind indoor PTI facility in the Kwun Tong Town Centre Project, where passengers can enjoy more comfortable commuting (details covered on page 32 of the Operating Review).

For better utilisation of open space for public enjoyment, the URA continued its place-making initiatives to create synergies in the open spaces of its projects, as described on page 49 of the Operating Review.

Promoting Walkability

The URA puts much effort in creating walkable urban neighbourhood to improve the living quality of residents, and brings social benefits by easing the pressure on transport infrastructure, reducing car dependency, alleviating traffic congestion, and supporting the local economy and mixed communities. To this end, the concept of pedestrian priority must be embraced at all levels of planning and design in its projects to promote walkability. Redevelopment projects in Kowloon City and To Kwa Wan, launched under the district-based approach, envision to create a pedestrian-friendly and accessible neighbourhood through restructuring and replanning of the existing pedestrian and vehicular traffic network. The URA will continue to hasten efforts to cultivate a healthy and low-carbon neighbourhood and elevate the quality of life for the local community.



Through replanning and restructuring, the Kai Tak Road / Sa Po Road Project aims to rationalise land use, improve the pedestrian walking environment, and enhance walkability and connectivity between the old Kowloon City District and new Kai Tak District by proposing to build a sunken plaza.

Facilitating the Renewal Process

One of the critical success factors of urban renewal is how well our works can create satisfaction, happiness, goodwill and values among the community stakeholders. While a redevelopment process usually takes about eight to ten years to complete, it is of vital importance to formulate effective renewal policies and processes in order to facilitate tenants' relocation, and to enhance understanding, address needs and promote collaboration with our stakeholders in redevelopment projects. On the rehabilitation side, our initiatives to equip building owners with self-help tools and relevant knowledge have not only facilitated but also empowered them to take part in the urban renewal process with much ease and confidence.

Tackling Health Risk during Operation

The URA has developed different tools by applying advanced technologies to facilitate the urban renewal process under the pandemic. On the commencement of redevelopment projects, the URA would conduct freezing surveys with affected residents. To safeguard the health of both the interviewers and the affected residents in the project area, the URA launched the 'Health Code' mobile application in October 2020 to send alerts on potential COVID-19 exposure. Interviewers can also show their negative results of Deep Throat Saliva Test to residents. Incorporating the list of buildings with confirmed COVID-19 cases announced by the Government and facilitated by the Global Positioning System (GPS), the application generates alerts to remind staff not to enter the affected buildings. Notifications would be sent when staff are within 200 metres of a building with confirmed or probable cases of COVID-19 to remind them to keep a safe distance. The URA's 'Health Code' application has been well received since its launch.

An upgraded version of 'Health Code 2.0' was launched in November 2020, offering more assurance on privacy protection and a more user-friendly interface which displays data of affected buildings on a map with search function. The upgraded version also enables residents to track the health reporting status of URA staff through a three-colour display of green, yellow and red.



URA staff reassure affected residents by showing their negative results of Deep Throat Saliva Test during freezing surveys.

Assisting Households in Ageing Districts to Relocate with Contentment

Redevelopment is more than just replacing buildings with new stock, but also about improving the living standards of displaced households. A majority of the buildings in our redevelopment projects are dilapidated and with safety hazards and hygiene problems. During 2020/21, acquisition offers were made to the owners of 460 property interests in the Kai Tak Road/Sa Po Road Project (KC-015). The cash compensation and ex-gratia payments allow affected domestic owner-occupiers to purchase replacement premises that are in better condition than their existing ones.

This year, a review on the acquisition and clearance policy was conducted to meet the changing circumstances and needs of stakeholders in our redevelopment projects. Board approval was obtained in July 2020. It is anticipated that the revised policy could provide better assistance to the owners, tenants and occupiers affected by URA's redevelopment projects.

The URA also puts emphasis on enabling residents to retain their social network in the neighbourhood. A flat-for-flat (FFF) option is also available for those domestic owner-occupiers who prefer buying a flat at the same site after redevelopment (in-situ FFF units) or a flat at a new development in the same district. Alternatively, they may also choose to buy a flat at the completed Kai Tak Development. As of June 2021, a total of 36 owners had taken up URA's offers comprising 31 FFF units in the Kai Tak Development and five in-situ FFFs.

Moreover, the URA takes responsibility to look after the need of affected domestic tenants by offering cash compensation or rehousing in public rental flats or units in the URA's rehousing blocks. Our staff often go extra miles to help the affected tenants, whenever practicable, and address their individual needs. During the clearance process for the Kwun Tong Town Centre Project, the URA assisted an elderly tenant in her 90s who lived alone in a sub-divided flat to be rehoused in an elderly home for receiving better geriatric care. Follow-up support services were also provided to help her adapt to the new living environment.

Engaging the Community and Promoting Understanding

The URA commits to taking forward the 'People-first' approach in its urban renewal work across different stakeholders – the affected households and community members.

The Project Engagement Programme has been implemented since 2016 to strengthen our outreach support and establish relationships with affected owners and tenants of the properties in URA's redevelopment projects. In 2020/21, the programme was conducted for Shing Tak Street/Ma Tau Chung Road Project (CBS-1:KC), Kau Pui Lung Road/Chi Kiang Street Project (CBS-2:KC) and Shantung Street/Thistle Street Project (YTM-012). Since the start of engagement in mid-September 2020, 93% of the owners in CBS-1:KC were engaged in the first round and 83% of the owners were reached through an opinion survey in January 2021. Engagement for CBS-2:KC commenced in October 2020. For YTM-012, 34% of the residents and owners have been engaged since the start of the programme in March 2021.



Project Engagement Programme helps affected residents overcome their worries about redevelopment.

On promoting public understanding on URA's work, a series of physical briefings were organised for members of District Councils and community leaders in 18 districts to share key findings of URA's Study on New Strategy for Building Rehabilitation as well as the importance of preventive maintenance. In light of the pandemic, briefings on subsidy schemes covering lift modernisation, building inspection and repair works and fire safety improvement works were conducted online for District Councils and the general public to enhance understanding of scheme implementation details and application.



Briefings are conducted for members of District Councils to understand key findings of the Study on New Strategy on Building Rehabilitation.

Equipping Owners with Knowledge and Empowering Them to Organise Rehabilitation Works

Proper building rehabilitation and regular maintenance are the key to extend the serviceability and structural stability of buildings and hence help slow down the pace of urban decay. Over the years, the URA has put substantial effort in the implementation and promotion of proper maintenance of buildings.

To enhance the understanding of financial assistance schemes and facilitate applications, briefings on various building rehabilitation schemes were conducted online during the pandemic. The URA has promoted the online briefings to 32 Owners Corporations in Kowloon City and Yau Tsim Mong districts through the network of the District Council members. Meanwhile, the URA also seeks to empower building owners to organise maintenance works by equipping them with knowledge ranging from procurement of contractors and consultants, specifications of work scope, to responsibilities and liabilities of the parties involved. Such practical information on building rehabilitation, together with professional advices and technical assistance, are all available on the all-in-one website – Building Rehabilitation Platform, as described on page 41 of the Operating Review.



“ With the financial assistance from URA's rehabilitation scheme, I don't have to worry much about the repair cost. Now I can have a better living environment. ”

Mr TAM Yip-hoi
Beneficiary of Building Maintenance Grant Scheme for Needy Owners

Caring about People

Adhering to the 'People First' principle, we care for our stakeholders within the neighbourhood of our projects, particularly those who are affected. These stakeholders include domestic property owners and tenants, shop and business operators, as well as kids, students, workers and visitors within the neighbourhood of our projects. Putting people first, we treasure not only our community stakeholders, but also our staff members who are valuable assets to the URA.



'oUR Amazing Kid Band' serves to strengthen the social network of participating kids and their parents who live in the URA project area.

Caring for and Inspiring our Next Generation

Several redevelopment projects have been launched in To Kwa Wan in recent years. The URA subsequently formed the 'oUR Amazing Kid Band' for the To Kwa Wan community in 2018 aiming to strengthen the social network of the participating kids and their families through regular training sessions, performances and engagement activities. In 2020/21, the Kid Band recruited 17 new members from the URA project sites in To Kwa Wan, which is almost three times more than the number of new recruits in 2019/20, making a total number of 45 band members. Despite school suspension, the Band has continued to provide weekly music training through online platform and three online performances were produced to help maintain the participants' social network while reaching out to the public audience through social media.



Co-organised with the Hong Kong Institute of Vocational Education, the Innovative Design Competition encourages students to create innovative devices to help people cope with daily problems during the pandemic.

Through a series of education and extension programmes, the URA continues to engage members of the public, especially the younger generation, to enhance their understanding and foster a positive image of the URA. In particular, the 2020/21 Young Leaders Programme co-organised with the Tung Wah Group of Hospitals (TWGHs) was carried out to inspire students with innovative ideas about the sustainable development of Yau Tsim Mong District. A total of nine TWGHs secondary schools joined the programme. Another collaboration with the Institute of Vocational Education was conducted to provide a platform for students to unleash their creativity and apply academic knowledge on smart design and applications to improve the living condition of the old urban district.

Building Our Capacity

The URA puts much emphasis on keeping our staff abreast of the latest innovations while promoting knowledge sharing within the organisation. Our Learning Platform launched in June 2020 offers a wide range of courses for our staff to acquire different knowledge and skills that are beyond their existing work functions. To enhance their e-learning experience, internal eCourse and Story creation power is being developed gradually. As of 31 March 2021, 50 eCourse and Story editors have been trained up with more than 90 eCourses and Story had been published. As a result, more than 4,000 training hours were generated which accounted for 25% of the total training hours of the URA. On average, each member of our staff invested around six hours in eCourse and Story learning and nearly 95% of them participated in online learning. These figures demonstrated that our staff have adapted quickly to the new learning mode, and are moving towards the formation of an online learning culture in the URA.



URA staff are encouraged to acquire different knowledge through attending courses on the eLearning Platform.

With the launch of the URIS, additional training focus has been put on equipping URA's staff with knowledge of the Geographic Information System and data analytic skills. As of March 2021, more than 25 videos were produced and 14 training sessions were provided for over 430 users of the system, facilitating the creation of more than 360 web maps at work.

To provide a structured roadmap for our staff to build up their capacity, Divisional Career Ladders describing the minimum requirements for progression from the entry level to the most senior level of a position have been launched across divisions. The Career Ladders serve as an open source for staff to identify the necessary knowledge, skills and competencies needed to prepare for future career advancements. The Career Ladders will be updated regularly to ensure fast response to market and organisational changes.

In order to build up talent pools for key position succession, a Successor Identification Model has been developed to apply human resources data analysis to identify potential succession candidates for the managerial grade and above. Apart from this, various programmes have been put in place to establish the URA's talent pipeline, such as the Future Leaders Programme that targets General Managers and Senior Managers, the Manager Development Programme for Manager level staff and the Job Rotation Program for Assistant Managers and Managers to gain cross-division exposure.

Attracting, Motivating, Engaging and Retaining the Right Staff

Facing a competitive labour market, the need for effective means to tap the right talent remains high. In order to attract, motivate and retain qualified and promising young professionals, a combined establishment at the Assistant Manager and Manager levels is used to enable an upward movement of staff. Professionals holding key strategic positions are closely managed to ensure a healthy career exposure and proper coaching.

A two-year Planner Trainee Programme has been launched to recruit fresh graduates of urban planning study with an aim to groom them into qualified urban planners who would be strategically important to our urban renewal process. Two planner trainees were recruited last year and have shown satisfactory progress.

To strengthen internal communication across the URA, 15 issues of the Quarterly Staff Newsletter have been published since its introduction in 2017. To minimise the health risk of COVID-19, our Staff Briefing Sessions and various staff activities were conducted virtually in 2020/21. In addition, our Staff Suggestion Scheme continues to invite ideas from staff members not only to improve work efficiency and effectiveness but also enhance the sense of belonging. Around 45% of staff suggestions were identified as inducing positive impact and were adopted in 2020/21.