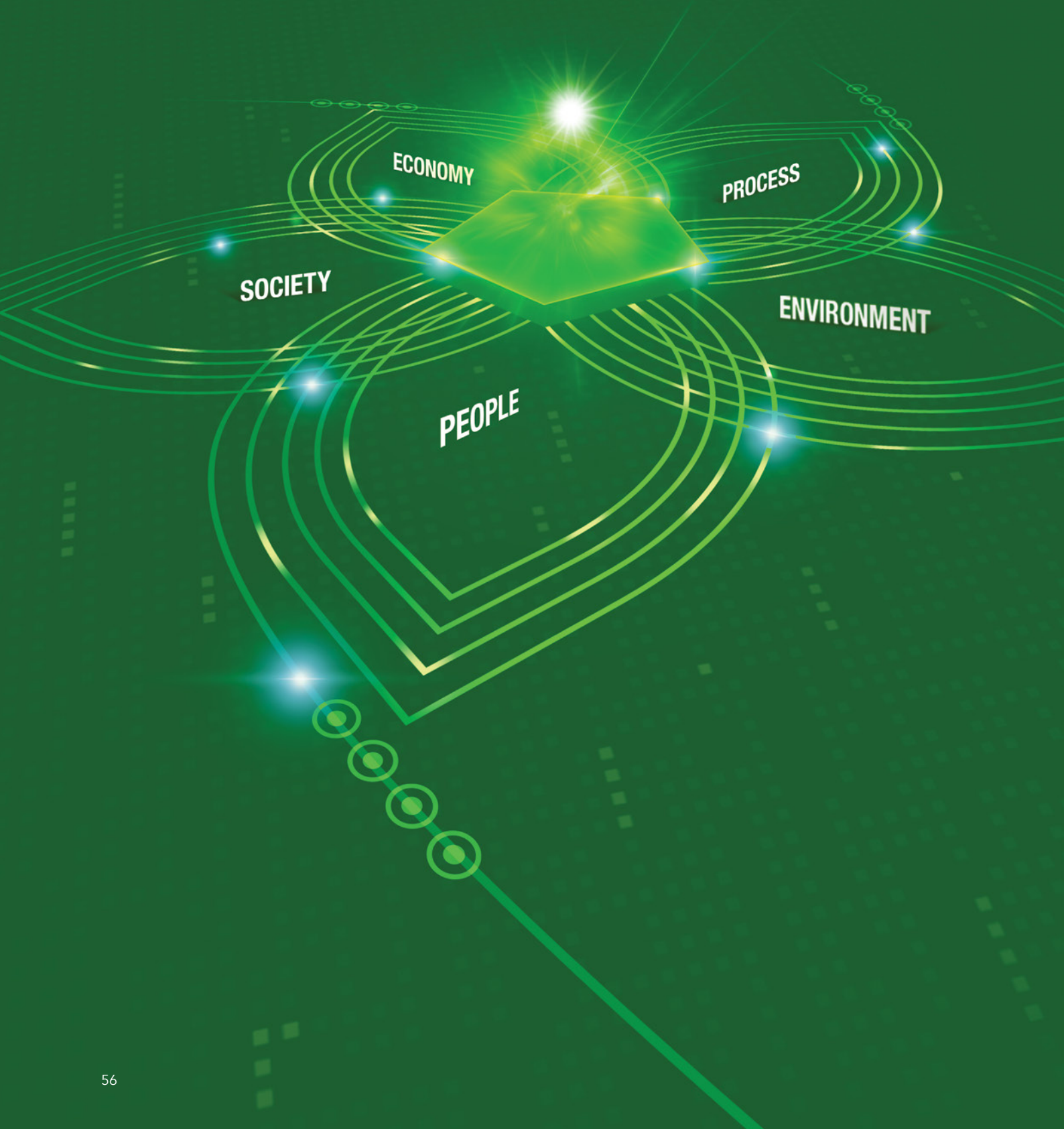


CORPORATE SUSTAINABILITY



The URA embraces visionary concepts of sustainable development in its work of urban renewal, for people to live in, to run their business, to explore and enjoy.

A framework with measurable performance indicators (KPIs) was adopted to assess urban renewal performance in five domains, namely 'Economy', 'Environment', 'Society', 'Process' and 'People'.

The petals of the leaf associated with these five attributes that formed the basis of our sustainability is integral to urban renewal.

In the past year, selected KPIs under these five domains were applied to seven redevelopment/rehabilitation projects to gauge their effectiveness and performance for internal evaluation.

In addition to fostering environmental sustainability by promoting green landscapes and smart building design, the URA also endeavours to revitalise the urban neighbourhood by strengthening the social and economic fabrics for the benefits of the community. Through a process of careful planning for sustainable urban renewal, we create spaces for business and job opportunities at the renewed districts, while co-building neighbourhoods with community members through the innovatory initiative of community-making.

During the pandemic, URA cared about our stakeholders and society at large by working with local non-governmental organisations (NGOs) to deliver resource packs with sanitising products to needy tenants, and continuing to extend the special rent relief measures this year providing much needed financial aid to some 800 domestic and commercial tenants from different sectors with a total cumulative amount of rent concession exceeding \$200 million.

CORPORATE SUSTAINABILITY

Sustaining the Economy of Old Areas

The URA endeavours to revitalise the urban neighbourhood through strengthening the economic, social and environment fabrics for the benefit of the community. Through a process of careful planning for sustainable urban renewal, we create spaces for business and job opportunities at the renewed districts while helping social enterprises to thrive with a view to creating a vibrant community.

Helping our Tenants and the Needy amidst COVID-19

In view of the economic impact brought by the ongoing pandemic, the URA continued to extend the special rent relief measures¹ for its domestic and commercial tenants in 2021/22, covering the period until September 2022 to assist over 800 tenants with more targeted efforts and greater magnitude. The six rounds of measures in total since April 2020 has noted a cumulative amount of rent concession exceeding \$200 million.



(Left) A tenant is pleased with the boxes of face masks and other anti-epidemic supplies received from URA during the pandemic. (Right) Spraying of anti-virus coating in the common area of an old building.



In addition to financial assistance, the URA allocated over 50 vacant units in its rehousing blocks and acquired properties for its domestic tenants and staff for emergency isolation use amidst the fifth wave of the pandemic. We also teamed up with the Tung Wah Group of Hospitals (TWGHs) to deliver resource packs with sanitising and hygienic products to the tenants in need. In addition, the URA installed 'U-Trap Refill Automators' in over 700 flats to help prevent the spread of viruses due to dried-up drainage pipes. Contractors were also arranged to spray anti-virus coatings in common areas of over 200 buildings in old urban areas.

Promoting Local Economic Activities

Conscientious efforts were made to ensure local businesses continue to thrive in the process of urban renewal. The URA's completed projects, the Prince Edward Road West Revitalisation Project and the 618 Shanghai Street Project, served to showcase how the overall environment of decades-old structures can be transformed to cultivate a place where old meets new while enhancing economic vibrancy for the local community. Tactical measures were adopted for the implementation of the Peel Street/Graham Street Project (H18) in order to preserve the characteristics of the nearby century-old market while injecting new vitality into the neighbourhood. 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 variety of fresh food and goods meeting their daily needs.

¹ The special rent relief measures for URA's domestic and commercial tenants have been in place since April 2020.

At the Yue Man Square of the Kwun Tong Town Centre Project (K7), the URA reserved shop areas (named as 'Yue Man Lane') for former operators in the Development Areas 4 and 5 of K7 to continue their businesses in the same locality, thereby retaining the customer network and neighbourhood ties. Meanwhile, a brand new Yue Man Hawker Bazaar was opened in April 2021, housing over a hundred licensed fixed-pitch hawkers formerly stationed at the temporary hawker bazaar in the project. The Yue Man Lane and Yue Man Hawker Bazaar together have become a new hub featuring the unique local characteristics and street culture of the Kwun Tong community. Multi-pronged promotional activities were conducted during the year with tailor-made market vibrancy programmes to enhance local awareness, strengthen operators' competitiveness and stimulate footfall.



Local small shop operators moved back to Yue Man Lane to continue business, making the venue an attraction featuring the unique characteristics and street culture of Kwun Tong.

Facilitating Social Enterprises to Thrive

Up to 2021/22, the URA provided about 6,000 square metres of premises at concessionary rent for NGOs and social enterprises to operate, including units leased to support the Community Housing Movement². 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. As noted in the retrofitting projects on page 49 in Operating Review - the newly retrofitted building at Yu Chau West Street Industrial Building Project (IB-2:SSP) - a shop unit at the ground floor level was leased to Holy Café at concessionary rent. The café, run by a social enterprise, aims to provide training and job opportunities to people with intellectual disabilities. Another unit was let out to Music Children Foundation while three units were taken up by Hong Kong International Film Festival Society.



URA offers Holy Café, a social enterprise, concessionary rent for operating at the retrofitted Yu Chau West Street Industrial Building.

Besides, local communities, NGOs and creative talents can rent activity spaces on a daily basis to organise workshops, performances, exhibitions and promotions at the URA's community spaces at H6 CONET in Central, M7 in Wan Chai and 618 Shanghai Street in Mong Kok at a community rate.

All of the above have demonstrated URA's mandate to revitalise the old urban areas through adaptive reuses of the premises it has preserved.

² Community Housing Movement is a social movement launched by the Hong Kong Council of Social Service to provide an intermediary platform in soliciting and renovating idle residential properties from developers, and then sublet it to eligible NGOs/social enterprises as qualified operators.

CORPORATE SUSTAINABILITY

Caring for Our Environment

Environmental sustainability is a tenet that guides our urban renewal strategies and operations at various stages. The URA aims to spearhead the development of green-and-smart buildings and innovative urban designs in order to provide high quality housing and sustainable living to serve the needs of residents through active use of innovative technologies and digitalisation.

Promoting Green and Smart Buildings Designs

Green Building Designs

While acknowledging that redevelopment and construction works would inevitably pose impacts on the environment, the URA strives to create low-carbon neighbourhoods and green buildings to foster sustainable development of the city. Green provisions covering energy efficiency, water conservation, construction waste management and the use of recycled materials were incorporated into the development agreements of the URA's redevelopment projects to encourage Joint Venture (JV) developers to adopt sustainable practices in building design and construction.

To further its commitment in sustainable development, the URA adopted the best industry practices according to the BEAM/BEAM Plus standards for relevant redevelopment projects. As of June 2022, there were a total of 14 projects with final Hong Kong BEAM Platinum ratings, three projects with final BEAM Plus Platinum ratings and 15 projects with final BEAM Plus Gold ratings, of which four obtained the final BEAM Plus Platinum/Gold ratings in 2021/22. Meanwhile, 10 projects which are still in the design and construction stage, have already obtained provisional BEAM Plus ratings.

14 projects with final Hong Kong BEAM Platinum ratings

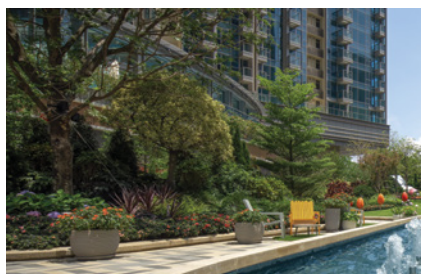


15 projects with final BEAM Plus Gold rating

3 projects with final BEAM Plus Platinum rating

* Four projects obtained the final BEAM Plus Platinum/Gold rating in 2021/22. For projects in design and construction stage, 10 projects have obtained provisional BEAM Plus rating.

In addition, URA's Kwun Tong Town Centre Project (K7) Development Areas 2 & 3 and a composite development, i.e. the Tonkin Street/Fuk Wing Street Project (SSP-015), clinched the Grand Awards of the Green Building Award 2021³ under the categories of Completed Projects (Commercial) and Project Under Construction and/or Design (Residential) respectively for their environmentally sustainable designs.



Winning projects of Grand Awards of Green Building Awards 2021 – (left) Grand Central in Development Areas 2 & 3 of Kwun Tong Town Centre Project, and (right) Tonkin Street/Fuk Wing Street Project which is under construction.



Artist Impression

³ The Awards were organised by the Hong Kong Green Building Council.

The URA not only dedicates its effort to promote new green building space, 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 June 2022, the URA has approved a total subsidy of around \$23 million under the Green Item Subsidy, benefitting owners of about 370 building blocks (involving approximately 18,700 units).

Green Item Subsidy

370 building blocks with approved applications

amounting to **\$23** million subsidy

'Smart Building' Elements

To support smart city development in Hong Kong, the URA is keen to incorporate 'Smart Building' concepts into its development projects covering five aspects in Design, Information, Environment, Convenience and Management. Smart buildings enable efficient and economical use of resources while creating a safe and comfortable environment for occupants. Smart systems like home energy and water consumption, health and wellness, smart displays, home waste management, as well as building management were adopted in buildings of the URA projects.



Adopting the BIM-Facility Management system, Central Market can now monitor the visitors traffic and analyse their engagement data for effective crowd management and better customer experience.

Building Information Modelling (BIM) has been extensively applied to various stages of URA projects in recent years, leveraging digital information to improve efficiency and accuracy. With the use of BIM-Facility Management (FM) system for 618 Shanghai Street developed in 2019, the FM system has further integrated with two other URA projects, the eResidence and Central Market, enabling a centralised BIM-FM platform for effective cross-project comparisons.

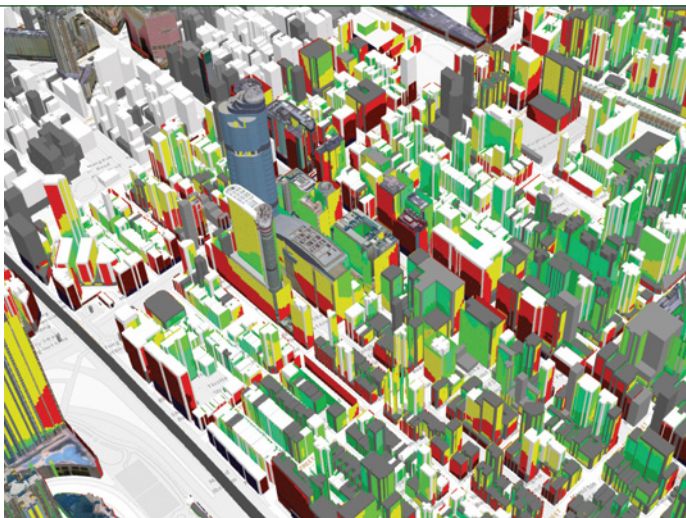
During the year, the URA collaborated with industry practitioners to conduct research and development of an AI-enhanced, BIM-based application to automate Gross Floor Area (GFA) calculation and prescribed checking of a selected number of regulatory requirements for compliance purpose, aiming to streamline and shorten the project development process and hence, expedite housing supply. The application, which was tested successfully in calculating the GFA of the URA's self-developed eResidence project, is ready for further expansion to cover the full spectrum of regulatory checking.

CORPORATE SUSTAINABILITY

Facilitating Planning with 'Digital Twin' Technology for a More Liveable Environment

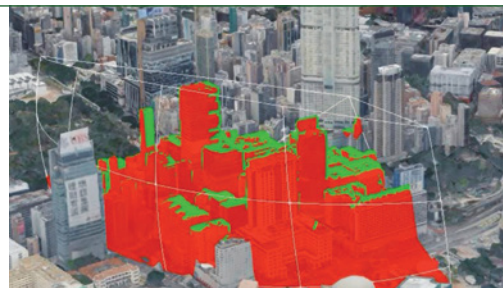
To support our district-based and people-first urban renewal approach, the Urban Renewal Information System (URIS) was developed to enable creation of digital twins of the built environment to support the analysis of geographic and environmental data such as conducting three-dimensional viewshed analysis and traffic noise assessment, and providing simulation of micro-climates to evaluate the impact and sustainability of design proposals including airflow and wind speed, thermal comfort level, daylight factor and so forth.

The development of the first phase of URIS was completed in 2021 with a suite of applications to shorten the processing time for preparation of planning and project reserves, design options analysis and project financial assessment. Through analysis of land uses by URIS, under-utilised government lands, obsolete recreational and public amenities can be integrated into district planning, which after redevelopment can be re-provisioned with enhanced community facilities with modern standard, for residents to enjoy. Other applications under URIS are instrumental in the planning of district building rehabilitation by simulating the ageing condition of buildings in the time ahead for assessment of rehabilitation needs in advance.



Traffic Noise (decibel)

≥81	76-80	71-75	66-70	61-65	56-60	≤55
-----	-------	-------	-------	-------	-------	-----



▲ URIS applications enable planners and architects to conduct 3D viewshed analysis. The visible area from the given location is shaded in green.

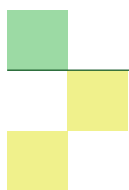
◀ Under the URIS, the impact of traffic noise can be analysed by consolidating geographical and environmental data of a district and displayed on a 3D map, with different colours denoting decibels level from low (in green) to high (in purple).

Applying Innovative Environmentally-Friendly Technology

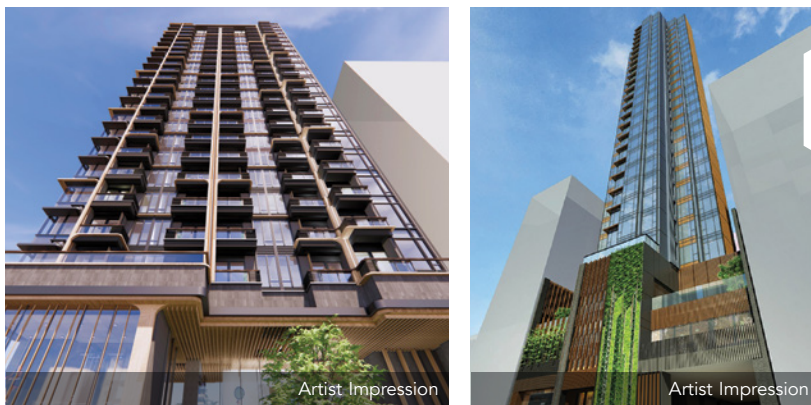
The URA is keen to explore applicability of green innovative technology in its projects. At the Public Transport Interchange of Yue Man Square which commenced operation in April 2021, the URA has installed an award-winning local invention - the bladeless Air Induction Units, which are capable of inducing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



The Air Induction Units installed at Yue Man Square Public Transport Interchange help improve airflow while consuming less energy.



The Concrete Modular Integrated Construction (MiC) method is being applied in URA's Ash Street Project (DL-11) and Tonkin Street/Fuk Wing Street Project (SSP-015). Under MiC, free-standing integrated modules are manufactured in a prefabrication factory and then transported to the site for installation in a building, thereby reducing dust and noise pollution from construction sites, minimising construction waste and improving construction waste management. Upon completion, the projects will become Hong Kong's first two private residential development using this innovative construction technology, serving as an exemplar for private property developers to follow.



Projects that will adopt the Concrete Modular Integrated Construction (MiC) method - Tonkin Street/Fuk Wing Street Project (left) and Ash Street Project (right).

Greening Business Operation

In recognition of the URA's continuous 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 2021, the URA obtained the Hong Kong Green Organisation (HKGO) Certification and the HKGO's Wastewi\$e Certification at 'Excellent Level'.

In 2021/22, the URA continued to adopt digitalisation initiatives on multiple fronts to improve organisational effectiveness. For instance, e-freezing surveys were adopted for new projects to reduce the use of paper in data capturing, reporting and analysis, while an electronic Document Management System was launched to facilitate office automation in information sharing, streamline internal workflow and reduce the filing of documents to save paper usage. More digitalisation initiatives covering building monitoring, acquisition/clearance case management and subsidy administration will be pursued in the coming year.



With the Smart Bench at Yue Man Square shopping mall, power collected from the solar panels can be converted into electricity for charging mobile phones.

Green initiatives were also implemented at the URA's commercial premises to promote sustainable development of society. At Yue Man Square, a food waste decomposer was set up to transform food waste into fertiliser for plantation purpose in the public open space. 'Smart Benches' equipped with solar panels to convert solar power into electricity for charging mobile phones were installed to promote the use of renewable energy and environmental consciousness. In addition, solar-powered compacting bins were installed at the public open space of Citywalk, in which energy collected from the solar panels fitted atop of the bins is used to sustain their automatic compression function. The real-time data monitoring and warning systems serve to enable effective waste management of the public space.

To align with the Government's long-term strategy on environmental sustainability, the URA has also commenced preparations for a consultancy study aiming to set long-term science-based targets and strategy to achieve carbon neutrality in response to the Government's Climate Action Plan 2050 published in October 2021.

CORPORATE SUSTAINABILITY

Contributing to Our Society

Our efforts to induce positive impacts through urban renewal have been extended to benefit the community at large. The URA has launched wide-range programmes for the public to learn, spread love and care to the residents, instill arts and culture in old districts and to create a vibrant environment for the community.

Caring for the Underprivileged

Adopting a people-first approach when delivering our core businesses of redevelopment and rehabilitation, the URA seeks opportunities to engage our partners and help people in need. During 2021/22, we continued to offer some refurbished flats in our acquired properties on Wing Lee Street and Staunton Street, as well as units in our rehousing blocks to NGOs and social enterprises for them to lease to underprivileged residents below the market rent.

Meanwhile, the URA's 'Home Repair Services Community Programme' has extended its services to cover common areas including the spraying of anti-virus coating, cleaning of patios and conducting minor repair works for old buildings in Kowloon City, Yau Tsim Mong and Sham Shui Po districts in 2021/22, benefitting over 800 families.

In addition, since January 2022, we have supported Food Angel by offering free space at Yue Man Square in Kwun Tong to set up their first smart food donation machine for the public to donate surplus food. The food collected will support Food Angel to prepare meals and food packs for those in need. We have also supported another of their initiatives by placing automated food dispensing machines at Yue Man Square and 618 Shanghai Street in Mong Kok for free, providing cook-chill meals 24 hours a day to the underprivileged, especially those working irregular hours. Up to June 2022, over 72,000 meal boxes have been distributed.



The 'Home Repair Services Community Programme' offers free repair services to grassroots families.



We have also collaborated with New World Development and non-profit community organisations since March 2022 to dispense free face masks to the underprivileged families. As of June 2022, over 23,600 masks have been distributed.



URA supports Food Angel by offering venue spaces to place the food donation machine (left) and food dispensing machine (right) for providing cook-chill meals to the underprivileged.

The URA continues to bring our love and care to the residents in the old districts through a series of programmes under the Community Service Partnership Scheme (CSPS). Partnering with local universities and NGOs, activities organised under CSPS included making bespoke furniture for families living in sub-divided units to improve their living conditions and study environment.



A family living in a sub-divided unit in old district (below) expresses their gratitude for the bespoke writing desk with drawer and shelf bestowed upon by the CSPS volunteers (above).



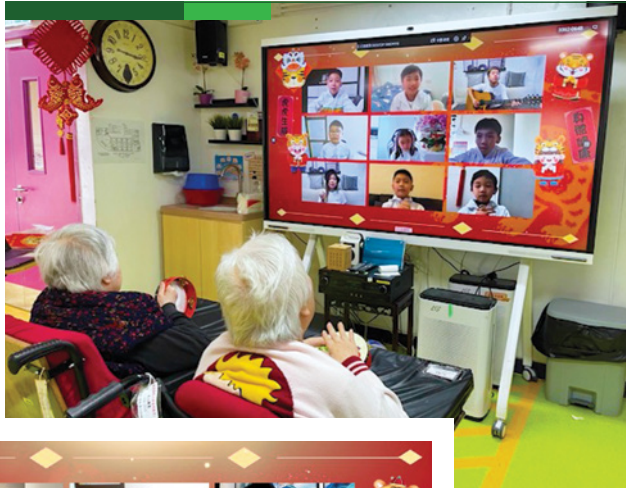
Educating the Community

The URA seeks to enhance the general public's understanding of different facets of urban renewal through its educational facilities. In 2021/22, the Urban Renewal Exploration Centre collaborated with the Eastern District Office, the Chinese University of Hong Kong, the Vocational Training Council and the Planning Department to promote urban renewal works to tertiary and secondary students, as well as professionals from various sectors, with tailored itineraries and contents. Around 2,700 visitors were recorded during the year. Meanwhile, the Urban Renewal Resource Centre served around 26,000 members of the public through briefings, meetings, community activities, mediation and enquiry handling services on matters relating to building repair and maintenance. In addition, guided tours were arranged to the URA's preservation and revitalisation projects including Central Market and 618 Shanghai Street to raise public understanding of the URA's work in the upkeep and rejuvenation of historical buildings.

CORPORATE SUSTAINABILITY

Grooming Our Next Generation

The 'oUR Amazing Kid Band', a URA initiative to strengthen the social network of participating kids and their families in To Kwa Wan, continued to conduct weekly online classes and parent-child classes during school suspension amidst the pandemic. Comprising 46 band members, of whom over 60% were residing or had resided in the URA's project sites, the Kid Band in 2021/22 strengthened its community presence by giving public performances and virtual visits to elderly centres operated by the Evangelical Lutheran Church Social Service and Tung Wah Group of Hospitals (TWGHs).



Parent-child classes help strengthen the family bonding of Kid Band members.



'oUR Amazing Kid Band' members give auspicious greetings to the elderly along with festive sing-songs at virtual visits to an elderly centre during the pandemic.



Through music performances and training, Kid Band serves to strengthen the social network of participating kids and their parents who live in the URA project area.

To raise the understanding of urban renewal among the youth, the URA co-organised with TWGHs the Young Leaders Programme 2021/22 to inspire secondary school students to devise creative proposals for enhancing the liveability of old district in To Kwa Wan through the application of spatial data. In collaboration with ESRI China, a total of 144 students attended training workshops on geographic information system to equip with knowledge and skill in the use of the application.



The Young Leaders Programme offers training on geographic information system to participating students bringing inspirations to their creative proposals on urban renewal.

The URA has also partnered with the Institute of Vocational Education to organise the Innovative Design Competition to encourage students of related disciplines to apply knowledge in creating innovative devices to help improve the living quality of residents in old urban districts.



▲ Co-organised with Hong Kong Institute of Vocational Education, the Innovative Design Competition encourages students to create innovative devices for improving the living quality of residents in old urban districts.

◀ Through remote communication with the cloud system, the award winning design 'Smart Bus Stop' can help the elderly and visually-impaired passengers avoid chances of skipping buses or getting on the wrong bus.

Promoting Arts and Culture in Old Districts

Urban renewal stresses also on the appreciation of local arts and culture which represent the characteristics of the old districts. In 2021/22, our 'Arts and Cultural Partnership Programme in Old Urban Districts' supported three new programmes and six ongoing programmes, reaching out to over 10,000 people. These programmes included activities to enliven old urban districts by bringing enjoyment to local residents and the general public who gathered to appreciate local characteristics. Since the programme inception, the URA has supported a total of 69 arts and cultural programmes, benefitting more than 686,000 people.



Through 'Arts and Cultural Partnership Programme in Old Urban Districts', URA supports community organisations to organise art and cultural activities to enrich the living quality of residents in old districts.

CORPORATE SUSTAINABILITY

Facilitating the Renewal Process

One of the critical success factors of urban renewal is how well our work can create satisfaction, bring happiness, goodwill and values among the community stakeholders. We are committed to putting people first and practices it in our work. It is therefore crucial to formulate effective urban renewal policies and procedures to facilitate tenants' relocation, and to address their needs and promote collaboration with our stakeholders in redevelopment projects. On the rehabilitation front, our initiatives to equip building owners with self-help tools and relevant knowledge empower them to initiate and take part in the renewal process with much ease and confidence.

Smoothering the Process with Advanced Technologies

The three-dimensional (3D) digital map technology in URIS was adopted in the freezing survey and social impact assessments of the To Kwa Wan Road/Wing Kwong Street Project (KC-016) and the Kim Shin Lane/Fuk Wa Street Project (SSP-017). Through automated spatial analysis of household characteristics and social impact of the projects, it enables the URA to expedite its responses to the needs of households affected by redevelopment projects by providing the necessary assistance.



(Above) URA leverages the use of three-dimensional (3D) intelligent map for integration and analysis of data collected in freezing surveys (right) to facilitate social impact assessment. Through automated spatial analysis of household information, quicker response to address the social and rehousing needs of the households can be made.



In parallel, we harness new technology to develop tools to facilitate the urban renewal process amidst the pandemic. To safeguard the health of both interviewers and the affected residents during freezing survey when the URA launched redevelopment project, a 'Health Code' mobile application was developed in 2020 and thereafter continued to enhance with ungraded functions. The latest upgraded version of 'Health Code 4.0' does not only store vaccination records and related QR codes of the interviewers, but also retain the COVID-19 test results, enabling the interviewers to show to the residents before entering into the premise to conduct surveys. The 'Health Code' application is instrumental in easing the concerns of residents while facilitating the survey process.

In view of the impact of the pandemic in which the tender opening for the appointment of consultants and contractors for building maintenance works could not be arranged physically due to tightened social distancing measures, the URA has trailed to use an online video portal to live stream the process of tender opening. The Owners' Corporation representatives can witness the tender opening sessions on live at home, in which the procedures of opening the tender submissions would be the same as the physical one. Security protective measures have also been undertaken in the implementation.

Engaging Stakeholders to Promote Understanding

Launched in 2016, the URA's Project Engagement Programme strengthens outreach support and establishes relationships with the affected owners and tenants of the properties in our redevelopment projects. In 2021/22, the Programme was conducted for the Shantung Street/Thistle Street Project (YTM-012), the To Kwa Wan Road/Wing Kwong Street Project (KC-016) and the Kim Shin Lane/Fuk Wa Street Project (SSP-017), with a total of 2,153 owners and residents being engaged over the past year.



Engagement programmes and online briefings including tailored sessions for the Thai ethnicity are conducted to help affected residents of Nga Tsin Wai Road/Carpenter Road Project better understand the redevelopment plan, compensation packages and relocation arrangement.

In addition, in view of the special needs of the ethnic minority groups including the Thai in the Nga Tsin Wai Road/Carpenter Road Project (KC-017), a series of enhanced supportive measures were implemented to assist them to better understand the redevelopment plan, compensation packages and relocation arrangements. Amongst the measures were the provision of interpretation services and information pamphlets in eight languages. Briefing sessions (including Thai) were conducted via online covering the planning procedures and URA's prevailing acquisition and compensation arrangements. Meanwhile, we also teamed up with a Thai NGO to form a volunteering team to help the URA to respond to community needs more efficiently. Other initiatives in the pipeline include the publication of a Thai newsletter to keep the affected Thai residents abreast on the project progress.

To gauge public's perception and understanding of the URA's roles and responsibilities and to understand their views to help promoting urban renewal work in future, the URA has for the first time commissioned a public perception survey in 2021/22. The views and feedbacks collected and the subsequent analysis would form the basis for formulating comprehensive and long-term communications strategies to promote better understanding and public participation in the work of urban regeneration.

CORPORATE SUSTAINABILITY

Co-building Neighbourhood through In-depth Collaboration with Community Members

To enliven the building clusters in the Staunton Street/Wing Lee Street Neighbourhood (H19) with a focus on sustainable community development, the URA has established shared visions on community development with residents and stakeholders through a Community Making Study alongside a series of engagement exercises, for all stakeholders to work on towards co-creating a vibrant neighbourhood with local characteristics. Volunteers from elderly centres and the neighbourhood joined hands with URA staff to manage the Community Farms and organise the 'Go Green' campaign in July 2021 to revitalise the environment with plants and decorations.



Handicraft workshops are organised for community members to decorate the neighbourhood with colourful plant pots.

Assisting Households in Ageing Districts to Relocate for the Better

Redevelopment not just concerns replacing rundown buildings with new stock. It is meant to improve the living standards of displaced households and the built environment. The offers by the URA, including ex-gratia payments under the seven-year rule (market value of a notional seven-year-old flat in the same locality), allow affected domestic owner-occupiers to purchase replacement premises that are in better condition than their existing ones. Over the past year as of 30 June 2022, acquisition offers were made to the owners of 891 property interests in the Shing Tak Street/Ma Tau Chung Road Project (CBS:1-KC), the Shantung Street/Thistle Street Project (YTM-012) and the To Kwa Wan Road/Wing Kwong Street Project (KC-016), who had been living under some very poor conditions in dilapidated buildings. In addition, through the Urban Redevelopment Facilitating Services Company Limited, the URA assisted the ground floor shop operators to locate replacement shops to continue their businesses. An Ombudsman Award was granted to one of the staff members for the caring service rendered.

The URA also places emphasis on enabling residents to retain their social network in the neighbourhood. Since the introduction of the Flat-for-Flat (FFF) Scheme in 2011, the FFF scheme has been offered to a total of 28 redevelopment projects⁴. Domestic owner-occupiers in these projects had the option to purchase in-situ FFF units in the respective redevelopment sites, FFF units in selected nearby URA development projects or FFF units in the completed Kai Tak Development. Up to June 2022, a total of 48 owners took up the FFF offers, comprising 41 units in the Kai Tak Development and seven in-situ units.

⁴ Nine of the projects were under the Demand-led Pilot Scheme.



▲ The beneficiaries can now enjoy elderly-friendly design such as foldable bath chair and walk-in shower in their bathrooms.



▲ Under the Home Improvement Community Programme, pull down rails are designed to facilitate elderly tenants' access to high hanging clothes in their wardrobes.

▶ An elderly affected tenant can dry their laundry safely without having to lean out of the window with the newly installed electronic clothes hanger provided by the URA.



In addition, we strive to improve the living conditions of the elderly tenants in the URA projects through the 'Home Improvement Community Programme'. In 2021/22, four infirm elderly affected tenants in the URA projects were benefitted through partnership with two NGOs, in which we provided comprehensive refurbishment for their newly-allocated public rental housing units. The home design and tailor-made furniture provided in their refurbished flats were based on the assessments made according to the elderly's physical conditions, so as to address their practical needs for now and in the future while improving their living environment. The Programme received the Certificate of Merit in the Outstanding Partnership Project Award 2021-22 under the Caring Company Scheme from the Hong Kong Council of Social Service in recognition of the collaborative effort of the URA and the partnering NGOs.

Empowering Property Owners to Organise Rehabilitation Works

Proper and timely building rehabilitation and regular maintenance are the key to prolong structural integrity and serviceability of buildings, thereby slowing down the pace of urban decay. Over the years, the URA has devoted substantial resources in facilitating property owners to maintain their building conditions, meanwhile raising their awareness on preventative maintenance through education, financial assistance, as well as support on technical skills and market intelligence on maintenance works through the all-in-one online platform Building Rehabilitation Platform, as detailed on page 49 in the Operating Review.

In 2021/22, despite the challenges by the pandemic, we reached out to over 200 stakeholders from 18 District Councils, community leaders, local community groups, and participants of various subsidy schemes through conducting briefings to promote understanding on the concepts of building rehabilitation, the relevant subsidy schemes and the concept of preventive maintenance.

CORPORATE SUSTAINABILITY

Building our People Capacity

In addition to taking care of our stakeholders, the URA cares about the well-being and development of our staff whose contributions are vital to driving success of our urban renewal work.

Empowering Our Staff to Ride the Pandemic

The URA implemented various measures to maintain the productivity and efficiency of our staff amidst the pandemic. Four levels of Work-From-Home (WFH) arrangements were put in place in response to different severity levels of pandemic situation. A drill was conducted across the organisation to test the capability of the full WFH mode. Meanwhile, IT infrastructure resources were reallocated to enhance the performance of Virtual Desktop Interface, allowing all URA staff to hold video conferences and simultaneously access corporate emails, computer servers and applications remotely during the WFH period.

During the year, the We Care Programme was launched to promote physical and mental health awareness within the URA. All staff can get weekly tips on combating the COVID-19 pandemic, as well as attending wellness talks on health-related topics. In addition, we promote a work-life balance culture to support the workforce to ease stress brought by the pandemic. Staff were also incentivised with a one-off award as a recognition of their contributions during the difficult times.



Workshops were organised, as part of the URA's 'We Care Programme', to help employees relieve work stress.

Attracting, Motivating and Engaging Our Staff

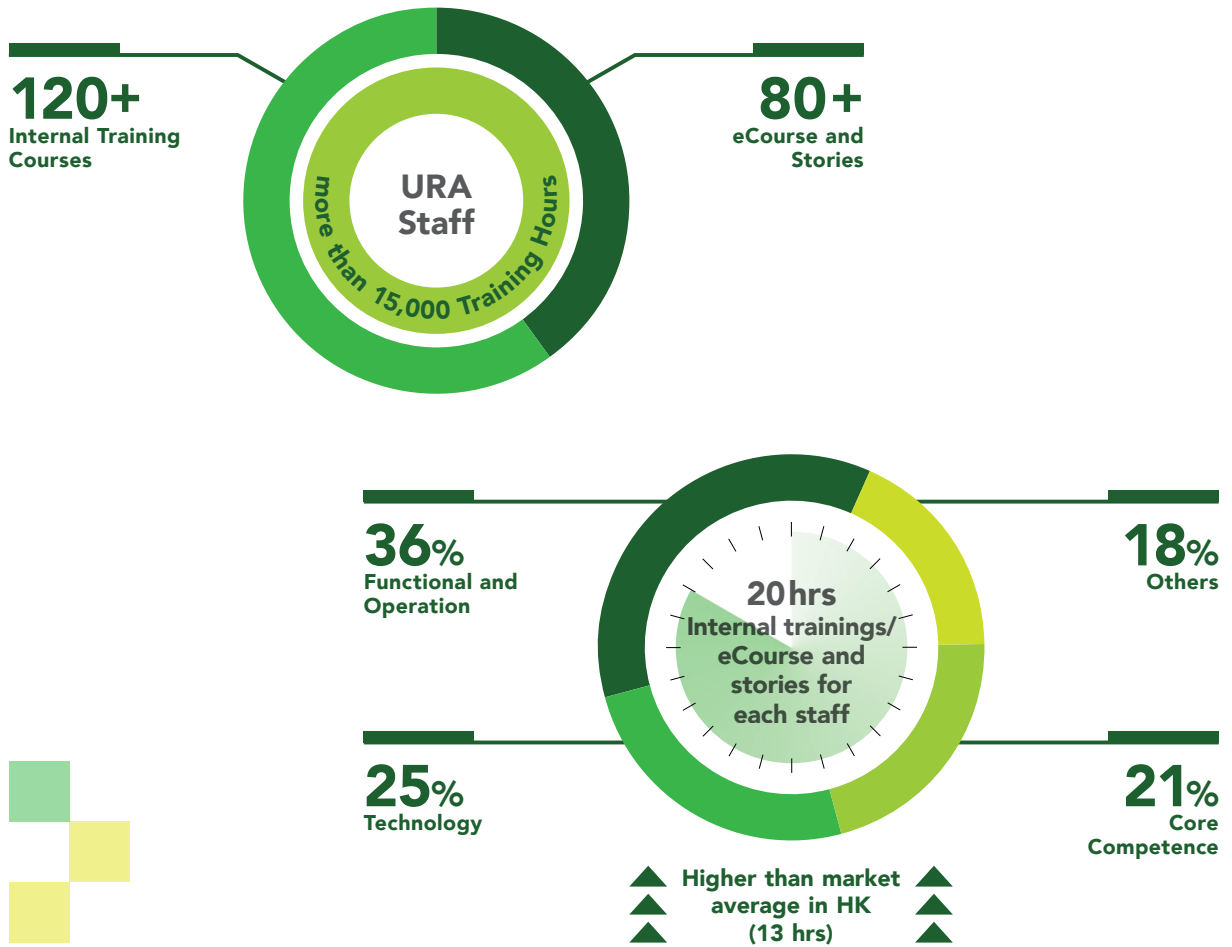
Facing a competitive labour market, the need for effective means to tap the right talent remains high. In order to attract, motivate and retain qualified and promising young professionals, upward mobility opportunities were provided to support and accelerate their growth needs. Professionals holding key strategic positions were closely managed for optimal career exposure and proper coaching.

During the year, an organisation structure review was conducted to reduce organisational layers and increase managers' span of control, with a view to enhancing collaboration, promoting development and empowering employees. Positive feedback, including expedited decision-making process and better communication between managers and team members, were received. To build talent pools for succession of key positions, a talent review and succession planning model was developed to identify candidates with potential for managerial grades and above, and support was provided to facilitate their career development. Meanwhile, a job rotation programme was in place to broaden the on-the-job experience of staff while promoting cross-divisional exposure. A Planner Trainee Programme with a well-designed career development path has also been introduced since 2020 to attract and retain high potential planning graduates, and develop them to professional planners.

We also strengthened internal communication amongst all staff. To minimise the health risks amidst the pandemic, staff briefing sessions, annual staff celebration and staff activities were conducted virtually in 2021/22. Separately, our Staff Suggestion Scheme continued to draw innovative ideas from staff members for improving work efficiency and effectiveness, and served as a platform to enhance their sense of belonging. During the year, around 54% of the staff suggestions were identified by the Management as beneficial to the organisation and subsequently implemented.

Training and Development

The URA places much emphasis on keeping our staff abreast of the latest industry trends while promoting knowledge sharing within the organisation. In 2021/22, more than 120 internal training courses were organised and over 80 eCourses and Stories were published, generating over 15,000 training hours among our staff. On average, the URA invested around 20 hours in internal trainings/eCourse and Stories for each member of staff, which is well ahead of the market average in Hong Kong. Among the eCourses and Stories published, 67% of them were created internally, representing an increase in internal multimedia creation capability during the year.



To assist new staff members to blend into the URA team, functional and operational trainings were given priority in the course line-up which accounted for 36% of the total training hours, followed by Technology Training (25%) and Core Competence Training (21%). More training on various sustainability-related topics and best practices was introduced to expand the knowledge base of our staff in support of URA's pursuit of sustainable development in the coming years.

Recognising our dedication in training and development, the Hong Kong Management Association awarded the URA with two Excellence Awards in the Award for Excellence in Training and Development in 2021. While two training and development projects have been shortlisted for the final review stage in the HR Excellence Awards 2021/22 organised by the Hong Kong Institute of Human Resource Management.