

共有六十一名成員，包括業主、租客、社區領袖、社工、專業人士、學者和商界人士等。各委員會對於本局的工作貢獻良多，其中一個例子，是協助引進一個更透明的程序，來釐定自置居所津貼的評估，作為計算物業收購建議的基準。本局在兩個大角嘴的重建項目中試行了這個新措施，受到大部份業主的歡迎。

市建局一直與區議會、非政府組織、專業團體及其他機構合作，積極推動社區參與計劃。其中最值得一提的是成本達一億元的茂蘿街活化項目。為推行上述項目，市建局的灣仔分區諮詢委員會成立了一個專責委員會，就項目如何可以推廣本港的文化創意產業發展，提出建議。委員會成員亦包括灣仔區議會和灣仔民政事務處的代表。

年內，本局的熱線電話及地區辦事處共處理了六千宗查詢或求助個案及二十七宗投訴。我們訂下服務承諾，於一個工作天內完成處理百分之九十五的查詢，於五個工作天內回應百分之九十的訴求，以及於十四個工作天內處理百分之九十的投訴個案。年內，我們都能成功達致上述的工作目標。此外，市建局、房協及屋宇署更合作設立一站式的熱線服務，以處理公眾人士對樓宇復修及保養的查詢及訴求。另外，本局為樓宇復修計劃印製了兩款新的小冊子，派發給數百幢的目標樓宇。

我們也更新了介紹本局工作的影帶，內容涵括本局在4Rs方面的最新工作。年內，我們製作新的機構簡介小冊子及全新設計市建局網頁，加入了更豐富的資料。



市建局更新了機構刊物、網頁及宣傳品，讓公眾更了解本局的工作。  
URA's new package of corporate publicity items enhances public understanding of its 4Rs work.





莊士敦道項目的地盤圍板設計融入4Rs  
概念。  
Hoarding design of Johnston Road project  
incorporates the 4Rs concept.

flats under acquisition. The new procedure was subsequently put to the test in two Tai Kok Tsui redevelopment projects and was favourably accepted by the large majority of the owners.

Partnership and involvement programmes were initiated with the District Councils, NGOs, professional bodies and others whenever opportunities arose. Particularly noteworthy was the \$100 million Mallory Street revitalisation project in which the URA's Wan Chai District Advisory Committee, Wan Chai District Council and Wan Chai District Office jointly formed a special committee to take forward the project for the promotion of cultural and creative industries in Hong Kong.

We also had a busy year of public contact through the hotline and neighbourhood centres handling more than 6,000 enquiries or requests for assistance as well as 27 complaints. We have strived and succeeded in meeting our performance pledge to provide same-day replies for 95 percent of all enquiries, five-day replies for 90 percent of all requests and 14-day replies for 90 percent of all complaints. A new one-stop hotline service between the URA, HS and Buildings Department was established to handle public enquiries and requests for building rehabilitation and maintenance assistance. In addition, two new pamphlets publicizing the URA's rehabilitation schemes were sent to hundreds of target buildings.

The URA's corporate video has been updated to include our latest efforts in the 4Rs. Towards the end of the year, we were putting the finishing touches to the production of a new corporate brochure and a renewed and redesigned URA website.

## Organisation and Staff Development

### Human Resources

In order to further enhance overall organisation efficiency and productivity, a management consultant was appointed to carry out a review on the senior management structure and resource allocation. Recommendations based on the review are now at various stages of implementation, including the setting up of a new Corporate Communications Division to reinforce our interface with the community and a series of workshops for staff in all ranks to share the concept of organisation alignment and work improvement.

The URA's performance-driven culture was further strengthened during the year by obtaining staff input to refine the performance management system, organising experience sharing sessions for supervisors and encouraging staff

## 組織及員工發展

### 人力資源

本局聘請了一間專業顧問公司，就管理高層的架構及資源運用進行檢討，以進一步提高機構整體的效率和工作能力。有關檢討的建議正分階段落實，包括已成立一個企業傳訊部，以加強與社區的聯繫和溝通。另外，我們亦舉辦了一連串工作坊，與所有員工分享機構的一致目標和如何協力改進工作的成效。

為進一步鞏固本局以工作表現為本的文化，我們於年內收集員工對「工作表現管理制度」的意見，為管理人員舉辦經驗分享會，又透過獎勵計劃激發員工改善工作表現。本局為求不斷改進，亦檢討了員工的福利計劃如職業退休計劃、醫療及牙齒保健計劃和團體人壽保險計劃，以提高有關計劃的彈性及成本效益。

### 員工發展

年內，本局繼續致力培訓更多員工，加強他們在樓宇復修方面的知識及技能，為業主立案法團提供適切的服務和協助。市建局是推動樓宇復修的先驅，所以我們要招聘擁有相關技能及經驗的員工，殊不容易，我們得靠本身的發掘及培訓，以及從試點項目累積經驗。目前，我們已建立了一支擁有樓宇復修專業知識的強隊，他們的工作成效有目共睹。我們特別感到欣慰的是其中一位員工榮獲申訴專員嘉許獎，表揚他在協助業主進行樓宇復修工作所提供的優質服務。

我們共舉辦了六十四個培訓課程，並批核了三十八份申請，贊助員工報讀短期課程、參加會議及專業講座。此外，本局亦舉辦了不同的午餐講座及經驗分享會，內容涵括新的地產條例、物業市場趨勢、市區綠化及持續市區更新的概念。

為提高員工的職業操守，令本局及員工保持廉潔，我們與廉政公署合辦講座，加深員工對職業操守、《防止賄賂條例》及採購程序的認識。

### 市建職員樂益會

市建職員樂益會繼續積極推廣員工的團隊合作精神，以及參與服務社群。除了舉辦工餘活動如旅行、瑜珈及太極班外，員工亦參加了不同的慈善活動如毅行者、公益利是錢、公益便服日、公益行善「折」食日、捐血日及公益綠「識」日。



performance through an equitable reward system. As part of our continuous improvement, staff benefit schemes such as Occupational Retirement Scheme, Medical and Dental Scheme and Group Life Insurance Scheme were reviewed and improved for greater flexibility and cost-effectiveness.

### Staff Development

A continuous effort was made to train up more staff for building rehabilitation and hone our skills in helping owners' corporations to organise and follow through comprehensive rehabilitation works. As the URA is a pioneer of rehabilitation and the related skills are in short supply in the open market, we must rely on our own ingenuity as well as experience gathered in the pilot projects the year before. By now, we have developed a reasonably strong team of specialized staff in rehabilitation and their effectiveness has been proven in the initial success of the aforesaid rehabilitation schemes. We are particularly gratified to see that our good work was recognised by the Office of the Ombudsman in conferring an Ombudsman Award to a staff member of the rehabilitation team for the quality of his service in proactively assisting the owners' corporations.

In general, we arranged a total of 64 staff training classes and 38 sponsored external short courses, conferences and seminars. In addition, lunchtime talks and experience sharing sessions were organised on topics ranging from new property ordinances and property market trends to urban greening and concepts of sustainable urban regeneration.

To reinforce our culture of work ethics and safeguard the integrity of the Authority and staff, refresher sessions on codes of conduct, the Prevention of Bribery Ordinance and procurement practice were conducted jointly with the ICAC.

### Staff Club

The URA Staff Club continued to be very active in promoting both an esprit-de-corps internally as well as a serving-the-community spirit externally. Apart from staff recreational activities, such as excursions, yoga and tai chi classes, URA staff took part in a series of charity events including Trailwalker, Lai See Day, Dress Casual Day, Skip Lunch Day, Blood Donation Day and Green Day.



市建局主席鄭維新先生與員工分享本局的目標和策略。  
URA Chairman Mr Edward Cheng shares the Authority's vision and strategy with the staff.