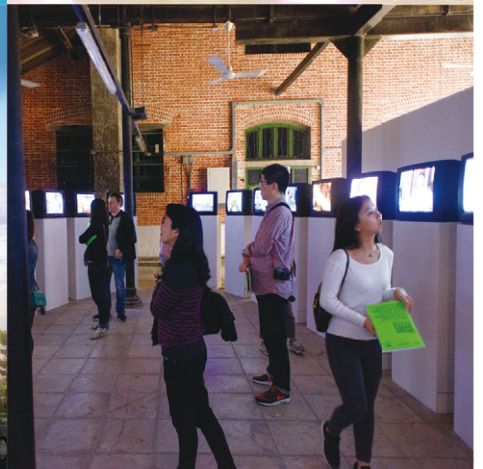




ANNUAL REPORT
2014/15
周年報告

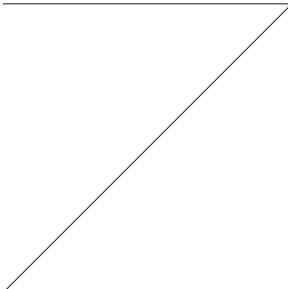
WEST KOWLOON
CULTURAL DISTRICT
AUTHORITY
西九文化區管理局



westKowloon
西九文化區



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ABOUT WEST KOWLOON CULTURAL DISTRICT AUTHORITY

關於西九文化區管理局

The West Kowloon Cultural District ("WKCD") is a strategic investment by the Government of Hong Kong Special Administrative Region to meet the long-term needs of Hong Kong's arts and cultural sector, a vital part of any world-class city's economic and social fabric. The West Kowloon Cultural District Authority ("WKCD" or "the Authority") was established under the WKCD Ordinance, Cap. 601, to develop WKCD.

With an area of 40 hectares, of which 23 hectares are reserved for public open space, WKCD will be an asset of Hong Kong for residents and visitors to enjoy. The WKCD strives to develop WKCD into an integrated arts and cultural district where people can embrace its creative and innovative environment, appreciate its arts and cultural components, and make the most of their valuable leisure time.

WKCD's vision is to develop an integrated arts and cultural district that will:

- provide quality culture, entertainment and tourism programmes with a must-visit appeal to both local residents and visitors from around the world;
- meet the long-term needs of Hong Kong's arts and cultural development, and foster the organic growth and development of cultural and creative industries; and
- become a cultural hub for attracting and nurturing talents, an impetus to improve quality of life, as well as a cultural gateway to the Pearl River Delta.

To achieve these, we need to:

- prepare a Development Plan for WKCD to lay out the plan area and set apart the land within it for various land uses;
- develop WKCD in accordance with the land use and other requirements or conditions specified in the approved Development Plan; and
- provide (including plan, design and construct), operate, manage and maintain arts and cultural facilities, related facilities or ancillary facilities.

WKCD is first and foremost an arts hub. We strive to:

- advocate, promote, organise, sponsor, encourage and provide for the appreciation of and participation in arts and culture;
- promote, exhibit and display arts publicly and otherwise;
- initiate and support the creation, composition, production, learning and practising of the arts; and
- perform such other functions as are conferred on or required of the WKCD by or under the WKCD Ordinance or any other Ordinance.

西九文化區(「西九」)是香港特別行政區政府的一項策略性投資，以配合文化藝術界的長遠需要，而文化藝術設施是世界級城市的經濟及社會結構的一個重要部分。西九文化區管理局(「管理局」)是根據《西九文化區管理局條例》(第601章)成立，負責發展西九。

西九佔地40公頃，其中23公頃將規劃為公眾休憩用地，它將成為香港的寶貴資產，供市民及遊客享用。管理局致力將西九發展成一個綜合文化藝術區，讓市民可感受區內創意盎然的環境，欣賞區內的文化藝術元素，以及善用餘暇。

我們致力將西九發展成一個綜合文化藝術區，它將：

- 提供高質素的文化、消閒及旅遊活動，成為本地居民和世界各地遊客心目中務必到此一遊的地方；
- 配合香港文化藝術長遠發展所需，並促進文化及創意產業的自然發展；以及
- 成為吸引和培育人才的文化樞紐，提高生活質素的推動力，以及成為珠江三角洲地區的文化門廊。

為達致上述目標，我們需要：

- 為西九擬備發展圖則，以定出西九的布局及規劃區內各種用途的土地；
- 按照發展圖則核准圖所指明的土地用途及其他規定或條件，發展西九；以及
- 提供(包括規劃、設計及建造)、營運、管理及保養文化藝術設施、相關設施或附屬設施。

西九作為一個藝術樞紐，我們將致力：

- 提倡、推廣、籌辦、支持、鼓勵及提供各類文化藝術的欣賞及參與；
- 以公開及其他方式推廣、展覽及展出各類藝術；
- 倡導及支持各類藝術的創作、編製、製作、學習及實踐；以及
- 執行《西九文化區管理局條例》或任何其他條例所授予或委予管理局的其他職能。

ABOUT WEST KOWLOON CULTURAL DISTRICT AUTHORITY
關於西九文化區管理局**Our Commitments**

To Hong Kong:

- To facilitate the long-term development of Hong Kong as an international arts and cultural metropolis;
- To facilitate and enhance cultural exchange and cooperation among Hong Kong, Mainland China, and beyond;
- To facilitate and enhance cooperation between government or non-government bodies or organisations and arts providers, locally and internationally;
- To strengthen the position of Hong Kong as a tourist destination.

To the Community:

- To encourage wider participation by the local community in arts and culture;
- To promote and provide arts education to the local community;
- To encourage community, commercial and corporate support and sponsorship of arts and culture;
- To provide or facilitate the provision of free and accessible open space within WKCD to the general public.

To Artists:

- To uphold and encourage freedom of artistic expression and creativity;
- To develop new and experimental works in arts and culture;
- To cultivate and nurture local talents in the arts, local arts groups and others working in arts-related sector;
- To facilitate the development of cultural and creative industries.

To Audiences:

- To enhance and promote excellence, innovation, creativity and diversity in arts and culture;
- To enhance the appreciation of a diverse and pluralistic range of the arts.

我們的承諾

對香港而言：

- 促進香港作為國際文化藝術大都會的長遠發展；
- 促進並加強香港與中國內地及其他地方之間的文化交流及合作；
- 促進並加強香港及海外任何政府或非政府團體或組織與藝術機構之間的合作；
- 提升香港作為國際旅遊城市的地位。

對社區而言：

- 鼓勵本地社會更廣泛地參與各類文化藝術活動；
- 向本地社區推廣及提供藝術教育；
- 鼓勵社會、商界和企業支持及贊助各類文化藝術活動；
- 在西九內為公眾提供或協助提供免費和四通八達的公眾休憩用地。

對藝術工作者而言：

- 維護及鼓勵藝術表達及創作的自由；
- 發展各類文化藝術的創新及實驗作品；
- 發掘及培育本地藝術界人才、本地藝術團體及其他與藝術相關的本地從業員；
- 促進文化及創意產業的發展。

對觀眾而言：

- 提升及推動文化藝術上的卓越表現、創新、創造力及多元；
- 提升其對種類廣泛而多元化藝術的欣賞。

CHAIRMAN'S STATEMENT 主席報告



With the project on track, we are devoting increasing efforts to animate the site and build audiences.

項目按計劃推進的同時，我們亦更努力為西九用地注入活力和拓展觀眾群。

The Honourable
Mrs Carrie Lam Cheng
Yuet-ngor, GBS, JP
Chairman of the Board
林鄭月娥女士, GBS, JP
董事局主席

CHAIRMAN'S STATEMENT
主席報告

I am pleased to present the 2014/15 Annual Report of the West Kowloon Cultural District Authority (WKCD).

The 12 months under review saw intensive development of the West Kowloon Cultural District (WKCD) project. The architectural design and construction of our planned facilities have moved full steam ahead. Meanwhile, continuous progress was made on audience and capacity building which saw us engage with many thousands of people and build relationships across the artistic community.

It was with great pleasure and excitement that I officiated at the time capsule ceremony held at the M+ site in January 2015 to celebrate the commencement of construction of the museum building. This defining moment underlined the importance the Government attaches to developing Hong Kong into an international arts and cultural metropolis. The museum is scheduled for completion in the second half of 2018 and will open to the public in 2019.

Construction of the Xiqu Centre is also progressing well. The superstructure works commenced in December 2014 to deliver the building in 2017 as planned. Upon completion, the Xiqu Centre will provide a landmark platform for the development of different Chinese theatrical performances in a contemporary setting.

Two smaller theatres previously planned for elsewhere on the site will now be incorporated into the Lyric Theatre to form the Lyric Theatre Complex. This change will enhance the vibrancy in the vicinity of M+ and Artist Square and expedite the delivery of some planned facilities for public enjoyment in a cost-effective manner.

In July this year, the Finance Committee of the Legislative Council approved the funding for part of the integrated basement and public infrastructure works for WKCD. This will ensure timely commencement of construction works later this year in tandem with the early batch of the WKCD facilities.

Following unveiling of the concept design for the Park in July last year, construction is planned to start in early 2016. The Authority has prepared a set of draft bylaw and guidelines to manage the future Park and other public open spaces within the District and has been engaging various stakeholders to seek their views and comments. I took part in a town hall meeting with members of the 18 District Councils in March 2015 to gauge their views. By the time this annual report is published, a temporary Park, namely the Nursery Park, has been opened to visitors allowing them to experience the atmosphere of the future Park and see how we intend to manage it as a welcoming space for the public to enjoy.

我欣然提呈西九文化區管理局(管理局)2014/15周年報告。

回顧這12個月，西九文化區(西九)項目經歷了緊湊的發展，規劃設施的建築設計及施工均全速進行。與此同時，我們在拓展觀眾群及培育人才方面亦取得持續的進展——數以千計的市民曾參與我們舉辦的活動，而我們亦與藝術界人士建立良好關係。

2015年1月，我在M+博物館的施工現場主持了時間囊放置儀式，慶祝博物館大樓動工興建，實在令人欣慰興奮。這個重要時刻彰顯政府致力發展香港成為國際文化藝術大都會。博物館預期於2018年下半年落成，並於2019年啟用。

戲曲中心的施工進度理想，主上蓋工程已於2014年12月展開，預計於2017年如期落成。戲曲中心竣工後，將為不同種類的中國戲劇表演的當代發展創造一個地標式新平台。

原計劃在西九其他地點興建的兩個中小型劇場，現與演藝劇場合併成為演藝綜合劇場，為M+博物館及藝術廣場附近地區增添活力，令部分已規劃的設施可更早供市民享用，更具成本效益。

立法會財務委員會亦於今年7月通過西九綜合地庫及基礎建設工程的部分撥款申請，以確保有關工程能於本年較後時間適時展開，以配合西九早期設施的啟用。

繼去年7月公布公園的概念設計後，建造工程將於2016年初展開。管理局已就管理未來西九公園及文化區內其他公眾休憩用地草擬一套附例及指引，並已諮詢不同持份者。我曾出席於2015年3月為18區區議會安排的簡介會，聽取區議員的意見。本年報出版之時，名為「苗圃公園」的臨時公園經已對外開放，讓訪客感受未來西九公園的氛圍，以及讓大眾愉快享用公園的管理理念。

CHAIRMAN'S STATEMENT

主席報告

With the project on track, we are devoting increasing efforts to animate the site and build audiences. The Authority has been active in engaging both the local arts sector as well as the wider community. It has embarked on a series of public programmes like the *Mobile M+* series of exhibitions, *Take A Swing*, *DECADE*, the *M+ Matters* public talks and the *Xiqu Centre Seminar Series*. At the same time, the Authority has sought to strengthen its connections with artists, art groups and other counterparts from Hong Kong, Asia and beyond, through programmes such as *New Works Forum*, *M+ Visiting Artist Programme* and the *M+ / Design Trust Research Fellowship*.

This year, WKCD's two signature events returned with immense success and public appreciation. The *Freespace Fest* attracted a record turnout of over 43,000 people who came to enjoy the best local and international acts in music, dance, literary art and physical theatre, while the *Rising Stars of Cantonese Opera*, which staged performances by emerging talents for 10 nights in February 2015, continued our tradition of celebrating Chinese New Year with the public.

M+ collaborated with the Hong Kong Arts Development Council for the second time in bringing works of talented Hong Kong artists to the Venice Art Biennale. At the opening ceremony of the Hong Kong exhibition at the 56th Venice Biennale presenting the works of Mr Tsang Kin-wah, I had a first-hand experience of the enthusiastic reception and expectation of the WKCD project and Hong Kong artists in the international art community. We should feel motivated by this achievement.

Like any other public project spanning a long period of time, the WKCD project has to deal with fluctuations in costs. We recognise the challenges brought by significant construction cost escalation and attach great importance to the financial management of the project. The Authority will continue to control costs prudently to ensure that its endowment is well spent.

項目按計劃推進的同時，我們亦更努力為西九用地注入活力和拓展觀眾群。管理局一直十分重視本地藝術界及社會各界的參與，先後推出「M+進行」展覽系列、「自由擺」、「拾·年」、「M+思考」公眾論壇、「戲曲中心講座系列」等公眾節目。此外，管理局亦透過「新作論壇」、「M+藝術家到訪計劃」、「M+ / Design Trust研究資助計劃」等項目，致力加強與本港、亞洲以至世界各地的藝術家、藝術團體和其他相關人士的連繫。

今年西九兩大盛事均取得空前成功和公眾的欣賞。「自由野」破紀錄吸引了超過43,000名觀眾入場，欣賞頂尖的本地與國際音樂、舞蹈、文本藝術及形體劇場的精彩表演。而於2015年2月舉行的「西九戲曲中心粵劇新星展」，粵劇新星粉墨登場，呈獻一連10晚的精彩演出，延續我們與市民共慶新春的傳統。

M+博物館再度與香港藝術發展局攜手合作，將本地才華洋溢的藝術家的作品再次帶到威尼斯視藝雙年展。在本地藝術家曾建華於第56屆威尼斯視藝雙年展個展的開幕禮上，我親身感受到國際藝壇對西九項目及香港藝術家的熱烈歡迎和深切期待，我們應為此感到鼓舞。

正如其他需跨越多年發展的公共工程項目，西九項目亦須面對成本變動的問題。我們清楚知道建築成本大幅上漲帶來的挑戰，並十分重視項目的財政管理。管理局將繼續嚴控成本，確保撥款能用得其所。

CHAIRMAN'S STATEMENT
主席報告

In the area of governance, I am delighted to report that Mr Ronald Arculli was appointed Vice-Chairman of the Board. The WKCD has grown enormously in scale and complexity over recent years and Mr Arculli's appointment will help to ensure that, as a Board, we keep pace with that growth and development. My gratitude also goes to the recently retired and current Board members for their wise counsel and valuable contributions over the past three years of my chairmanship.

I am pleased that Professor John Leong Chi-yan has accepted the re-appointment as Chairman of the Consultation Panel for continuing to serve as a bridge between the public and the WKCD at a critical moment of the WKCD development. I also thank all the exceptional people who work at the Authority and on the WKCD project, and who share the vision of making WKCD a unique world class cultural destination.

I would like to conclude my statement by paying tribute to Mr Michael Lynch, the Chief Executive Officer. None of the achievements reported earlier would have been possible without his able leadership, drive, intelligence and determination. He has led the WKCD team for four years and in that time the WKCD project has moved forward from concept to vision and into reality and become a well-known entity in the international art and culture arena. Michael has left us earlier this month. We wish him all the best in his retirement and thank him for his commitment to the project.

We will continue to take forward the WKCD project with determination and strive to create an extraordinary cultural experience that embraces the best of both the East and the West and makes Hong Kong people proud.

**Mrs Carrie Lam Cheng Yuet-ngor, GBS, JP****林鄭月娥女士, GBS, JP**Chairman of the Board of West Kowloon Cultural District Authority
西九文化區管理局董事局主席Hong Kong, 31 August 2015
2015年8月31日於香港

機構管治方面，我欣然報告夏佳理先生已獲委任為董事局的副主席。管理局的規模和架構近年不斷壯大，是項委任將有助確保董事局的步伐緊貼管理局的成長與發展。我亦衷心感謝現任及剛卸任的董事局成員，在我出任主席的三年期間給予寶貴貢獻與真知灼見。

我很高興梁智仁教授答應再度接受委任為諮詢會主席，在西九發展的關鍵時刻繼續擔當公眾與管理局之間的橋樑。我亦感謝管理局內所有盡心竭力的員工、為西九項目出力的優秀人員，以及與我們擁有共同願景把西九建設成獨一無二的世界級文化地標的各界人士。

在我總結這份報告之際，我希望向行政總裁連納智先生致以衷心謝意。他的英明領導、推動力、智慧及決心，促成上文所述的累累碩果。他在過去四年帶領管理局的團隊，逐步把西九項目從概念轉化成願景，繼而將之實現，並在國際藝壇大放異彩。連先生已於本月初卸任，謹此為其退休生活送上誠摯祝福，並感謝他對項目作出的貢獻。

我們決意繼續帶領西九項目向前邁進，致力創造出中西薈萃的獨特文化體驗，令香港人引以為傲。

CHIEF EXECUTIVE OFFICER'S STATEMENT 行政總裁報告



I am incredibly proud of all the great things we have achieved, and it has been my honour to lead this project for the past four years.

我很榮幸這四年來領導西九發展，當中取得的成就令我深感自豪。

Mr Michael Lynch CBE AM
Chief Executive Officer
連納智先生 CBE AM
行政總裁

CHIEF EXECUTIVE OFFICER'S STATEMENT
行政總裁報告

My Hong Kong story began in 1964 when I first landed in Kowloon at the old Ocean Terminal. At that time, I would never have imagined that almost 50 years later I would be sitting in an office high above the new terminal, leading one of the world's most exciting cultural projects. Back in 1964, I would have found it even harder to imagine that the empty water in front of me would later be transformed by reclamation into a new waterfront. And now I am proud to see that reclaimed strip of land going through a second transformation, being turned into a new cultural district to be enjoyed by the people of Hong Kong.

Since I took office as the Chief Executive Officer of the WKCD in 2011, a lot has happened and I am glad to report that significant headway has been made on the WKCD project over the past four years. We concluded the master plan preparation and completed a three-stage public and stakeholder engagement process, followed by approval of the Development Plan by the Chief Executive-in-Council in January 2013. We ushered in design competitions for planned facilities such as the Xiqu Centre, M+ and Arts Pavilion.

The main superstructure works of the Xiqu Centre, the first major venue to be delivered, commenced in December 2014 with a planned completion date of 2017. M+, WKCD's visual culture museum, broke ground in August 2014 and a time capsule ceremony was held in January 2015 to mark the countdown to its completion in 2018. Meanwhile, the scale of the Lyric Theatre was expanded with an increase in capacity and the addition of two small-to-medium sized theatres, creating greater efficiency and an exciting new space for Hong Kong's performing arts groups. Consequently, the design of this key new complex has moved rapidly ahead helping to complete our vision for the western end of the District. Equally satisfying has been the rapid progress of the Arts Pavilion, Freespace, and the Park.

The much-anticipated public Park will start construction very soon. In the meantime, a temporary park area, known as the Nursery Park, has been opened for public enjoyment while construction progresses elsewhere on the site. We are now working on the draft bylaw and guidelines for the future operation of the Park and will be testing them out at the Nursery Park.

1964年，我乘船從九龍的舊海運大廈碼頭登岸，那是我首次踏足香港，自此我便跟這城市結下了不解之緣。那時的我怎會料到半個世紀後，自己竟會重回舊地，在位處新海運大廈的辦公大樓裏，領導着一項舉世矚目的文化建設發展。若然時光倒流，1964年的我大概亦難以想像，眼前的海港會在數十年後經填海變成土地；而這海濱地帶現正經歷第二次巨變——化身成為屬於全香港人的文化藝術區。

我從2011年出任西九文化區管理局行政總裁以來，經歷大大小小的事情。四年過後，我很高興告訴大家，西九文化區項目已取得長足進展：我們為文化區制定整體發展規劃，進行了三階段公眾及持份者參與活動，並於2013年1月獲得行政長官會同行政會議核准發展圖則；亦相繼就已規劃的設施如戲曲中心、M+博物館及小型藝術展館進行建築設計比賽。

西九首個主要場館——戲曲中心——已於2014年12月開展主上蓋建築工程，預期於2017年落成。而M+博物館也於2014年8月起動工，並在2015年1月舉行一項特別的時間囊放置儀式，標誌着M+大樓於2018年竣工的目標正式踏入倒數階段。與此同時，我們準備擴展演藝劇場的規模，一方面增加座位數目，另一方面加入兩個中小型劇場，藉此提升場地效益，為香港的藝團帶來更多嶄新的表演場地。演藝劇場在重新規劃後，現正全速進行建築設計，期望可早日發展西九文化區的西面地段。而小型藝術展館、自由空間和公園這幾項設施的進度同樣十分理想。

香港市民熱切期待的西九公園即將展開工程。在工程進行期間，我們已開放一個名為「苗圃公園」的臨時公園供市民享用。我們亦正在為日後營運西九公園草擬相關附例和指引，並會於苗圃公園內試行。

CHIEF EXECUTIVE OFFICER'S STATEMENT

行政總裁報告

Alongside the building of venues, we continued to build engagement with the local community through a series of public programmes. We also launched two interactive online platforms, *NEONSIGNS.HK* and *DECADE*, of which the former stood out in the category of "Website: City and Urban Innovation" at the internationally renowned 2015 Webby Awards. Our flagship event, *Freespace Fest*, returned to the West Kowloon Waterfront Promenade for a third successful year. The record-breaking turnout of more than 43,000 participants encouraged us to push further the possibilities of staging experimental and cross-disciplinary productions. We hope that our audience will grow with us over the next few years and be eager for more when the venues open their doors.

Behind-the-scenes preparation of events and programmes included research and educational efforts such as *M+ Matters*, *New Works Forum* and the *Xiqu Centre Seminar Series*. Training and development opportunities were also provided through internships and docent programmes. The 10 nights of performances by the *Rising Stars of Cantonese Opera* were a vivid demonstration of the efforts we have made in nurturing artistic and creative young talents in the past few years. The local young artists shortlisted in the previous *Rising Stars in Cantonese Opera Showcase at West Kowloon Bamboo Theatre* were offered performing opportunities on stage and were well received by an appreciative audience and media. The public and arts community can be reassured that the Authority's commitment towards learning and personal development will remain constant through the years to come.

While the WKCD project is moving forward at a faster pace than ever, a strong and committed team is required to lead the project into a successful future. I am delighted that we were able to add a number of key roles like Chief Operating Officer, Director of Commercial, Head of Collection and Exhibition Services for M+, Head of Operations Development (Performing Arts) and Head of Technical Development (Performing Arts). We were also pleased to fill the vacant positions of Executive Director of Finance and Head of Internal Audit.

在埋首建設各個場館之際，我們當然也不忘繼續主辦文化藝術節目，加強與社會各界的連繫。這年我們先後推出了「NEONSIGNS.HK探索霓虹」和「拾·年」兩個網上互動平台，前者早前更於國際知名的Webby Awards 2015「網站：城市及都市創新」類別中獲獎。西九一年一度的大型戶外藝術節「自由野」，連續第三年在西九海濱長廊舉行，破紀錄地吸引超過43,000名觀眾入場，成績令人鼓舞之餘，亦進一步鼓勵我們大膽嘗試更多實驗性和跨界別的創作，希望觀眾能在未來數年繼續與我們一同探索，待日後場館相繼啟用時，熱切期待更多破天荒的作品登場。

我們在舉辦公眾節目之外，也十分重視研究和教育，因此舉辦了「M+思考」、「新作論壇」和「戲曲中心講座」這幾個系列的論壇和工作坊。在培育人才方面，除了推行實習生計劃和導賞員義工計劃外，我們在過去數年更大力栽培年輕的演藝和創意人才。去年在「西九大戲棚」中「粵劇新星展演」脫穎而出的本地粵劇新秀，在今年年初舉行一連10晚的「西九戲曲中心粵劇新星展」中擔綱演出，一展身手，表現深得觀眾和傳媒讚譽。這些都足以證明，西九在培育人才上一直不遺餘力，成績也有目共睹。我們可向公眾和藝壇保證，管理局在未來日子將繼續致力教育學習和培訓發展。

西九現時發展一日千里，只有才能和熱誠兼備的團隊，方可成功帶領西九邁步前進。我很高興在這年內增設了營運總裁、商務總監、M+館藏及展覽服務主管、營運發展主管（表演藝術）和技術發展主管（表演藝術）等多個主要職位，並順利填補財務行政總監和內部審計主管兩個空缺。

CHIEF EXECUTIVE OFFICER'S STATEMENT
行政總裁報告

We always attach great importance to engaging with the community, our stakeholders, District Councils and the Legislative Council, and strive to meet their expectations. The management also continued to exercise stringent cost control across all areas. Under the prudential management of the Finance team, we have increased the net assets by 2.4% to HK\$25.1 billion.

I am leaving the WKCD to enjoy my retirement and this feels like a great place to finish my career. I would like to thank all the Board Chairmen that I have worked with, and in particular Mrs Carrie Lam, for the unwavering support given to me. I would also like to extend my gratitude to the Board, the Executive Committee and other committees, especially to Mr Ronald Arculli for his counsel and contributions to the project. Lastly, I wish to thank the people of Hong Kong for backing the project and the local arts community for sharing their experience.

I am incredibly proud of all the great things we have achieved, and it has been my honour to lead this project for the past four years. I would like to pay tribute to the hundreds of colleagues for their hard work and I take home many wonderful memories of people, events and projects. You can be assured that I will continue to cheer the WKCD project on from the sidelines.

I look forward to continuing my Hong Kong story by coming back in 2020 to see how far we have come in delivering this ambitious project. I have no doubt it will be amazing!

**Mr Michael Lynch CBE AM****連納智先生 CBE AM**Chief Executive Officer of West Kowloon Cultural District Authority
西九文化區管理局行政總裁

Hong Kong, 30 July 2015

2015年7月30日於香港

我們十分重視與社會各界、不同持份者、區議會和立法會保持良好溝通，致力達致他們的期望。西九管理層亦繼續在各個層面嚴格控制成本，在財務部的審慎理財下，我們今年的資產淨值上升2.4%至251億港元。

離任退休在即，我很高興能於管理局結束我的工作生涯。我衷心感激歷任董事局主席，特別是現任主席林鄭月娥女士，對我的充分支持；我亦感謝董事局、行政委員會和各個委員會的成員，尤其是夏佳理先生，給予我許多寶貴意見，並對西九項目貢獻良多。最後，我要感謝香港市民對西九項目的支持，以及本地文化藝術界慷慨分享他們的經驗。

我很榮幸這四年來領導西九發展，當中取得的成就令我深感自豪。我對管理局數百位努力不懈的同事衷心致意。這些人與事，每個活動和項目，我都會銘記於心，時刻回味。離任後我也會繼續為西九打氣和鼓掌！

我熱切期待2020年重臨香港，再續我與香港的不解之緣，親身見證西九無與倫比的建設發展。



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Digital rendering of the M+ building viewed from Victoria Harbour
面向維多利亞港的M+大樓(數碼繪製圖)



Entrance to M+ construction site
M+博物館建築工地入口



Digital rendering of the Arts Pavilion
小型藝術展館(數碼繪製圖)



Digital rendering of the Main Theatre in the Xiqu Centre
西九戲曲中心內的戲曲劇場(數碼繪製圖)

2014/15 was a year of significant progress and achievement for WKCD. The construction of the two flagship venues of the District, the Xiqu Centre and M+, is progressing steadily and milestones are being reached; while the design and construction work of other first batch facilities, including the Park, Freespace and the Arts Pavilion, are gathering momentum. The important pieces of the puzzle are falling into place, and the big picture is becoming visible.

The year also saw the WKCD deliver a broad schedule of programmes, as part of the Performing Arts Department (PA) and M+'s ongoing quest to explore different possibilities around engaging audiences, building content and posing questions that will be reflected in the future District. These efforts were celebrated in a host of programmes that the WKCD presented in the past year, including *Rising Stars of Cantonese Opera*, *Freespace Fest*, *Take A Swing* and *Mobile M+: Moving Images*, as well as numerous public forums, symposia, seminars and workshops, providing audiences with a range of exhilarating and engaging experiences.

The Authority has maintained its strong commitment to building rapport with the wider community, while offering learning opportunities to nurture future talent within the arts sector. Last year the Authority further enhanced the role of the public and stakeholders in the project by successfully soliciting their views on the operation of the Park and public open spaces via a public survey carried out from May to June 2014. The draft WKCD (Public Open Space) Bylaw and associated guidelines were initiated as a result, which will be significant in fostering and enlivening the public spaces in the District, and were a testament to the WKCD's determination to create a cultural district for all.

2014/15年度是西九取得顯著進展及重要成果的一年。文化區的兩大主要場地戲曲中心及M+博物館的建築工程進度理想，已跨越多個重要里程碑；與此同時，西九公園、自由空間及小型藝術展館等第一批設施的設計及建築工程亦正加緊推展。隨着各項重要工程陸續展開，整個文化區的格局逐漸呈現眼前。

過去一年管理局舉辦多個節目及活動，讓表演藝術部及M+博物館在提高觀眾參與度和建立藝術內容上探索不同的可能性，思考有利於西九日後發展的重要議題。年內推出的「西九戲曲中心粵劇新星展」、「自由野」、「自由擺」及「M+進行：流動的影像」等節目，以及多個公眾論壇、研討會和工作坊等，均體現西九在藝術上不斷探索的成果，更重要的是，這些活動亦為公眾帶來豐富的藝術體驗。

管理局一向致力與社區連繫，並積極為年輕人提供學習機會，為藝術界培育人才。為了加強公眾和持份者在西九項目的角色，管理局於去年5至6月期間進行了一項公眾意見調查，成功徵集公眾對營運西九公園和公眾休憩用地的意見。管理局隨後着手草擬《西九文化區(公眾休憩用地)附例》及相關指引。附例和指引對發展西九的公共空間意義重大，亦可見管理局創造一個人人共享的文化區的決心。

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ARTISTIC FOCUS

藝術焦點

Our achievements during 2014/15 are pivotal in the unfolding WKCD narrative. Construction commenced on the M+ building, an occasion celebrated with a time capsule ceremony in January 2015, which marked a major milestone in the District's development. On the artistic front, the Authority built on the strengths that PA and M+ have cultivated over the past few years. During the lead-up to the completion of the arts venues, we are forging ahead with the creation of innovative ways to present programmes and initiatives that align with our artistic vision.

During the year PA continued its tireless pursuit to deliver a high quality range of programmes and engagement initiatives. The year started with the launch of *DECADE* and *Take A Swing*, setting the scene by pushing the possibilities of staging experimental and cross-disciplinary productions beyond the constraints of conventional performance venues, in the lead-up to the commissioning of the future Freespace within the Park. *DECADE* was a digital art platform that brought together new music and archive film to create a new cinematic and musical narrative of Hong Kong over the past 10 decades; while *Take A Swing*, Hong Kong's first free outdoor live music and street dance programme, took the spirit of Freespace to the heart of Yau Ma Tei, engaging and delighting the local community in a dance party with DJ mixes featuring the best of Hong Kong's classic Cantopop.

Another key focus for PA during the year continued to be the development of the *New Works Forum*, a platform for artists from different fields to explore innovative ways of creating, performing, and thinking about contemporary performances. The first event of the year *Challenging Perspectives on Physicalities and Bodies* explored ways of producing inclusive performances at different venues for artists with diverse backgrounds and physical abilities. This was followed by the launch of *Social Acupuncture*, a five-day intensive workshop that invited artists to engage the local community in the Tai Ping Shan area through the creation of community-based works. Presented in conjunction with the smart show *M.U.R.S. at Freespace Fest*, Spanish theatre company La Fura dels Baus' artistic director Pep Gatell gave a talk in the *New Works Forum* series named *Born from the Streets: The Theatre of La Fura dels Baus in the Last 30 Years*, where he spoke on the topic of how theatre can shape society. In addition to the *New Works Forum*, the year also saw PA roll out a variety of workshops in collaboration with local performing arts companies called the *Workshop Series*. These included voice, parkour and dance workshops, all aimed at enhancing the professional development of local artists through in-depth training.

2014/15年度是西九發展歷程中重要的一頁。2015年1月舉行的時間囊放置儀式慶祝M+大樓正式動工，是西九發展的一個重要里程碑。藝術方面，表演藝術部及M+在過去數年建立的基礎上繼續探索，期望在藝術場地落成啟用之前，推出更多創新的節目和計劃，實現西九的藝術願景。

年內，表演藝術部繼續不懈地為觀眾策劃一連串精彩節目及公眾參與活動。本年度率先舉行的「拾·年」及「自由擺」突破傳統表演場地的局限，推動實驗和跨界別創作的無限可能，並為將於西九公園內興建的自由空間作試驗，建立內容。「拾·年」是一個結合原創音樂與紀錄片的數碼藝術平台，以樂曲和流動影像譜出香港百年的故事；而「自由擺」則是香港首個結合現場音樂與街舞的免費戶外節目，將自由空間的精神帶到油麻地，當天公眾在DJ混搭的本地經典粵語流行曲下，盡情享受一場社區舞蹈派對。

「新作論壇」是表演藝術部推動劇場創作發展而設的重要平台，讓不同界別的藝術家共同開拓嶄新的創作和表演方式，以及思考關於當代表演的各種議題。本年度首個節目「新作論壇：新體·身睇」探討了不同背景及肢體能力的藝術家在不同場地創作共融演出；其後為期五天的密集工作坊「社會針灸」則邀請藝術家與太平山區的社群進行以社區為本的藝術創作；西班牙劇團La Fura dels Baus在「自由野」呈獻智能演出「M.U.R.S.牆」，其藝術總監Pep Gatell以「從街頭而生：La Fura dels Baus劇場過去三十年的發展」為題，在講座中分享他對劇場如何影響社會的看法。除「新作論壇」外，表演藝術部本年亦與多個本地藝團合作，舉辦一系列工作坊，當中包括聲樂、跑酷及舞蹈工作坊，為本地藝術家提供專業培訓。

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The Yau Ma Tei community enjoying themselves at the outdoor
dance party *Take A Swing*

油麻地區的居民享受「自由擺」戶外舞蹈派對



I'm happy to have a chance to curate and take part in the WKCD's programmes. I enjoy reaching out to audience members from all walks of life and giving them a taste of street performance. My team and I are very much looking forward to the opening of WKCD performance venues, which will serve as platforms for street dance shows and competitions!

我很高興能透過策劃及親身參與演出西九的節目，接觸到不同層面的觀眾，讓更多人認識街頭藝術。我和團隊熱切期待西九的表演場地啟用後，能成為街舞表演和比賽的平台！

Hongboy@Rhythm Attack, Guest Curator of *Take A Swing*
Hongboy@節拍攻擊，「自由擺」客席策劃

THE YEAR IN REVIEW
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Among a number of measures of the year's accomplishments was *Freespace Fest 2014*, which attracted a record-breaking audience of over 43,000. The two-day outdoor festival featured more than 200 local and international artists, and included a vibrant range of events across music, dance, literary arts and physical theatre on the future site of the Park. Of note was the presentation of *M.U.R.S.*, an interactive smart show presented by the internationally renowned theatre company La Fura dels Baus from Spain, allowing over 2,000 people to participate in an immersive theatrical experience using their smartphones. Alongside the events, the farmers' market, bazaar and busking were also widely enjoyed by audiences of all ages.

While the construction of the Xiqu Centre forged ahead, in 2014/15, PA continued its focus on connecting with Xiqu experts, practitioners, artists and organisations locally and regionally to explore the future direction of the Centre. The fourth episode of the *Xiqu Centre Seminar Series* 'Do Cities Need Xiqu?' was held in September 2014 to discuss how Xiqu could connect with contemporary city life. During the year, PA also commissioned a pilot study into the Hong Kong Cantonese opera audience, with the aim of creating a snapshot of the current audience market for Cantonese opera and ascertaining their perceptions of the art form and the factors affecting their participation. The results of the research will be used to inform the ongoing planning of the artistic strategy for the Xiqu Centre.

Another highlight of the year for Xiqu was the presentation of *Rising Stars of Cantonese Opera*. With an aspiration to promote the art form and nurture the next generation of Cantonese opera artists, *Rising Stars of Cantonese Opera* was staged during the Lunar New Year in 2015, where 12 young local Cantonese opera artists displayed their artistry with two full-length productions and numerous excerpt performances for 10 consecutive nights under the direction of local Cantonese opera veteran Law Ka-ying. The participants and winners of the *Rising Stars in Cantonese Opera Showcase* will continue to be nurtured through training programmes, performances and promotional activities presented by the Xiqu Centre in the forthcoming years.

去年載譽重來的「自由野」取得空前成功，吸引超過43,000人次入場，破歷屆紀錄。在這個為期兩天的戶外藝術節中，超過200位本地與海外藝術家在未來西九公園的所在地帶來涵蓋音樂、舞蹈、文本藝術及形體劇場的不同演出。其中西班牙國際著名劇團La Fura dels Baus呈獻的特備節目——互動智能演出「M.U.R.S.牆」，更讓超過2,000位觀眾透過智能手機參與演出，感受不一樣的劇場體驗。除上述活動外，《港墟·講墟》、《手作藝墟》和街頭表演亦廣受不同年齡的觀眾歡迎。

在戲曲中心的工程進行得如火如荼之際，表演藝術部於2014/15年度繼續專注於加強與本港及亞洲區內戲曲專家、戲曲界人士、藝術家和機構之間的交流，從而探索戲曲中心的未來發展方向。2014年9月舉行的「戲曲中心講座系列」第四講《城市需要戲曲嗎？》，對談嘉賓探討了戲曲藝術與現代城市生活之間的連繫。年內表演藝術部亦委託研究機構進行一項關於香港粵劇觀眾的試點研究，旨在探討現時粵劇觀眾的市場概況，蒐集其對粵劇的觀感及影響他們參與的因素。研究結果將為管理局制定戲曲中心藝術策略提供參考。

戲曲節目的另一焦點為2015年農曆新年期間呈獻的「西九戲曲中心粵劇新星展」，旨在傳承粵劇及培育新一代粵劇藝術家。在香港粵劇名伶羅家英先生的指導下，12位本地新星一連10晚為觀眾帶來兩齣長劇及多齣折子戲演出。在未來數年，戲曲中心將會繼續栽培曾參與「西九戲曲中心粵劇新星展」以及在當中脫穎而出的新星，為他們提供各種培訓、演出和推廣機會。

It was a good experience trying out different roles in *Rising Stars of Cantonese Opera*. While most of the roles were new to me, I was inspired to strive for the best in each and every performance. I look forward to further collaboration opportunities upon the completion of the Xiqu Centre.

「西九戲曲中心粵劇新星展」的演出經驗讓我獲益良多，不但能嘗試新的角色類型，亦啟發我要精益求精。期待未來與西九戲曲中心有更多合作機會。

Alan Tam, Rising Star at *Rising Stars of Cantonese Opera*
譚穎倫，「西九戲曲中心粵劇新星展」演出新星

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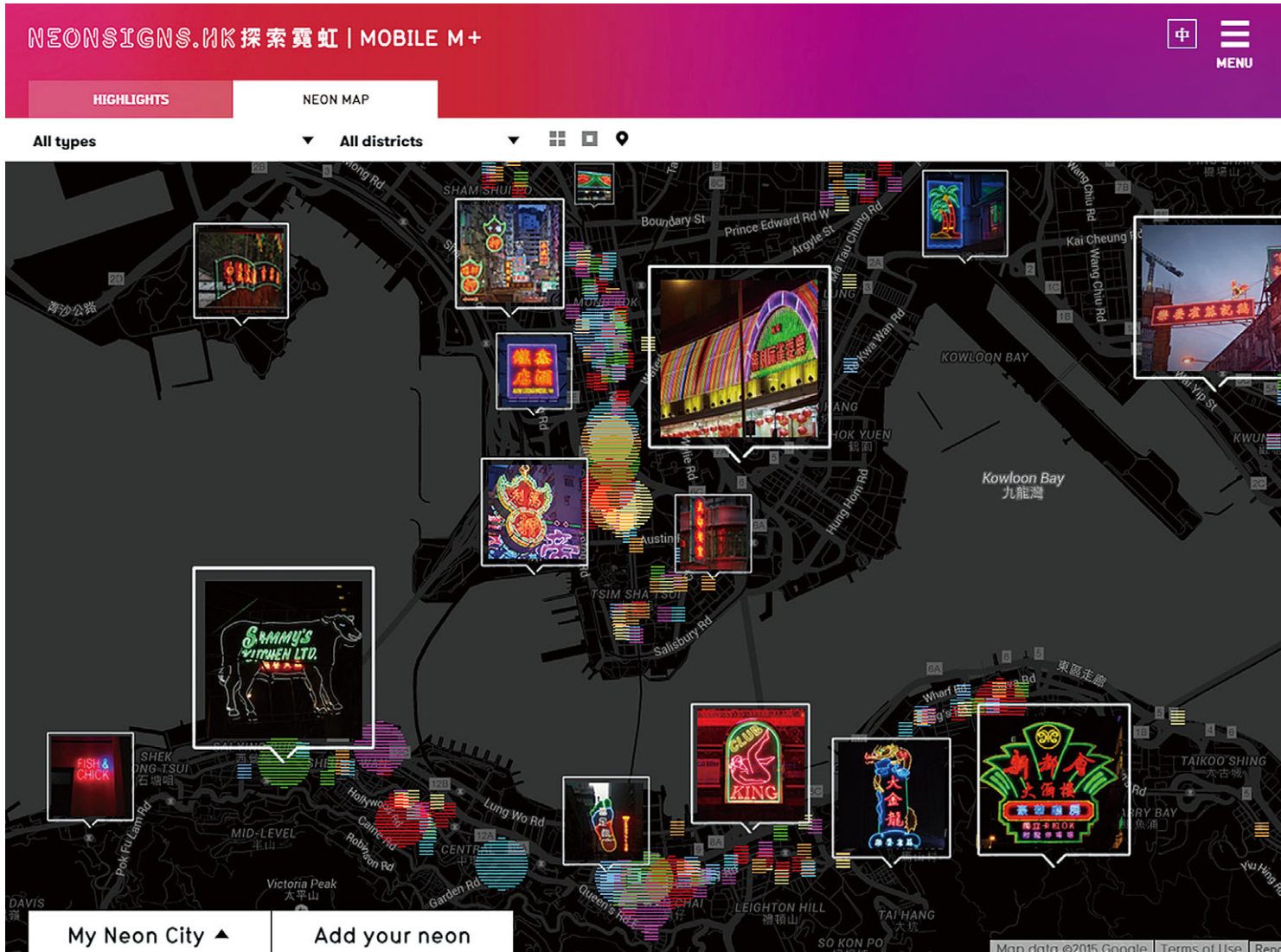
Thousands of fans enjoyed Supper Moment's performance at *Freespace Fest*
數以千計的樂迷在「自由野」中盡情投入Supper Moment的演出



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Over 4,000 photos submitted by the public collectively
created a unique neon map of Hong Kong

公眾提交超過4,000張霓虹招牌照片，
共同勾畫出一幅獨特的香港霓虹地圖



Mobile M+: Moving Images at Midtown POP
「M+進行：流動的影像」於Midtown POP的展覽

The M+ team was so professional and caring! They helped me a lot and thus I was very happy and worry-free when working with them. Many thanks.

M+ 團隊專業細心！合作過程舒暢痛快，對我幫助很大，感激。

Wong Ping, animator and participating artist,
Mobile M+: Moving Images exhibition
黃炳，動畫家及「M+進行：流動的影像」參展藝術家

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2014/15 was another successful and exhilarating period for M+. The year began with the finalisation of two *Mobile M+* exhibitions, both of which boasted a strong Hong Kong focus, 'You.' – Lee Kit and *NEONSIGNS.HK*. Lee Kit adapted and expanded his outstanding 55th Venice Biennale presentation 'You (you).' – Lee Kit for his solo exhibition 'You.' – Lee Kit. The Hong Kong show and accompanying programmes allowed the public to experience Lee's vision in myriad ways; all related events and initiatives were well received by visitors and participants.

Mobile M+: *NEONSIGNS.HK* brought Hong Kong's iconic urban landscape online. The interactive exhibition was dedicated to exploring, mapping and documenting Hong Kong's neon signs. It was a leap forward in M+'s quest to foster digital engagement with audiences in recognition of the critical role digital platforms will play in the nascent museum and the cultural district. The online exhibition achieved 345,732 page views while the public submitted over 4,000 neon sign images. *NEONSIGNS.HK* is an extensive record of the city's fast disappearing neon signs and continues to be an accessible and popular online resource.

M+'s inaugural moving image programme *Mobile M+: Moving Images* was a significant accomplishment. The project featured a screening programme and a two-part exhibition that were thematically linked to the topic of contemporary migration. The multi-site presentation in Yau Ma Tei, Causeway Bay and To Kwa Wan, with works selected from M+'s growing moving image collection, offered the public a broad perspective on moving image and also provided a glimpse of the rich possibilities for M+'s future programming.

In addition to ongoing efforts to engage a local audience through the *Mobile M+* exhibitions, M+ continues to cement its prominence and presence on the international art scene. M+ participated in Art Basel in Hong Kong in May 2014 with a presentation about the M+ Collection and the architectural design of the M+ building. The innovative and interactive exhibition attracted over 12,000 local and international visitors over five days.

Once again, M+ mounted five *M+ Matters* symposia and an *M+ Public Forum* during the year, with the goal of deepening the connection among the museum, local arts communities, and international networks. *M+ Matters* explored subjects such as *post-war abstraction and design in East Asia; theorising art histories globally; global museums' collection and display strategies today; and the art landscape in China and East Asia in the 1980s*. The events produced rewarding discourse on critical issues in the disciplines of focus for M+.

To ensure that M+ is in constant dialogue with the world's leading art practitioners and professionals, last year the museum launched two internal programmes dedicated to research. *M+ Visiting Artist Programme* is a platform for artists to exchange ideas and research pertaining to their practice. The *M+ / Design Trust Research Fellowship* is an annual grant that supports a six-month research fellowship in design and architecture. The findings generated by the research are expected to inform future acquisitions and other programmes at M+.

過去一年對M+而言可說是豐盛又令人振奮的一年。兩個從香港出發的「M+進行」展覽——李傑個展「你。」和「NEONSIGNS.HK探索霓虹」為本年度揭開序幕。「你。」是李傑於第55屆威尼斯雙年展的個展「你(你)。」的延續，並在內容上進一步延伸，在香港舉行的展覽和一系列相關公眾活動，讓公眾從多方面體驗李傑的構想，深受觀眾及參與人士歡迎。

「M+進行：NEONSIGNS.HK探索霓虹」則旨在探索、連繫和記錄香港的霓虹招牌，以互動方式在網上平台展示香港獨有的城市景觀。此項目讓M+在利用數碼科技建立觀眾的參與上邁進一大步，確立了數碼平台在剛起步的M+和文化區的重要角色。是次網上展覽共錄得345,732次網站頁面瀏覽，公眾提交的霓虹招牌照片更逾4,000張。「NEONSIGNS.HK探索霓虹」為香港快將消失的霓虹招牌留下了豐富紀錄，是一個便捷和廣受歡迎的網上資源。

M+首個流動影像項目「M+進行：流動的影像」是其過去一年的一項重要成就。項目包括一系列專題放映及由兩部分組成的展覽，探索與當代移民相關的議題。項目分別在油麻地、銅鑼灣及土瓜灣三個不同地點舉行，部分展品來自M+增建中的流動影像館藏，為觀眾帶來多元的流動影像觀賞體驗，同時亦展現M+未來在節目策劃上的無盡可能。

M+一方面不斷透過「M+進行」展覽與本地觀眾連繫，另一方面亦積極建立其在國際藝術舞台上的優勢和位置。M+於2014年5月參與香港巴塞爾藝術展，展示M+的館藏及大樓的建築設計，一連五天的互動創新展覽共吸引了超過12,000位本地與海外訪客參觀。

M+年內舉辦了五場「M+思考」研討會及一場「M+公眾論壇」，讓M+與本地及國際藝術界之間進行更深入的交流。「M+思考」的主題包括「戰後日本、南韓及台灣的抽象藝術」、「戰後東亞的設計與工業」、「世界藝術史研究的理論思考」、「國際博物館之收藏與展示策略」，以及「擴展的八十年代：華人與東亞藝術版圖」，為M+重點領域之要題帶來富成效的討論。

M+去年啟動了兩項重點針對研究的內部計劃，期望與世界各地頂尖的藝術家和專業人士時刻保持連繫和交流。該兩項計劃分別為「M+藝術家到訪計劃」及「M+ / Design Trust研究資助計劃」，前者是一個讓到訪藝術家就其藝術範疇交換想法及見解的平台，而後者則是一項年度研究資助計劃，支持一項為期六個月的設計及建築領域的研究，研究結果將為M+的收藏方向和展覽活動提供具價值的參考。

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M+ believes a museum should provide unique and unconventional learning experiences that challenge and open the minds of its visitors with different needs, interests, and backgrounds. The goal of the learning and interpretation programme is to unleash the unlimited possibilities of enriching and enhancing participants' experience through workshops, thematic tours, screenings and talks. The diverse themes explored by past M+ exhibitions have served as a testing ground for interacting with a variety of audience segments, such as engaging students of different age groups during 'You.' – Lee Kit and working with children, families, senior adults, and the visually impaired for the *NEON SIGNS.HK* exhibition. To this end, M+ has utilised a wide range of learning resources, including printed materials, online platforms, and audio tours, to provide multiple entry points for the interested public.

In 2014/15, M+ continued to grow and diversify its collection, with 376 new works approved for acquisition across visual art, design and architecture, and moving image. Significant works acquired for the visual art collection include: *Asian Field* (2003) by British artist Antony Gormley, a monumental installation generously donated in part by a Hong Kong philanthropist; *TV Bed* (1972/1991) by Korean American artist and video art pioneer Nam June Paik; *Aka no samban* (Red III, 1953), one of the earliest surviving works by Shiraga Kazuo, a main member of the Japanese avant-garde group from early post-war period, Gutai; and *S. S. Rajputana leaving the port of Bombay – 29th August 1931* (2014) by Indian artist Atul Dodiya, which was purchased with the Brown Family Annual Acquisition Fund. M+ acquired large groupings of works from epoch-defining art historical movements in East Asia, such as the Chinese No Name Group from the 1970s, the Korean Dansaekhwa movement from the 1970s and 1980s, and the Fifth Moon Society of Taiwan from the late 1950s to the early 1970s. M+ also acquired a large body of works by Hong Kong artists across different generations including: Lui Shou-kwan, Kwok Mang-ho (Frog King), Wilson Shieh and Sara Tse.

The museum's design and architecture collection was strengthened by the addition of works by leading Japanese designer Shiro Kuramata, including *Homage to Josef Hoffmann*, *Begin the Beguine* (1985) and 14 sketches of some of his most iconic works. M+ has also acquired works by major western modernist designers and architects, such as American Isamu Noguchi, French Charlotte Perriand, and Italian Ettore Sottsass. Especially notable is the acquisition of photographs, furniture, and architectural details by Lucien Hervé, Pierre Jeanneret, and Le Corbusier for the latter's project at Chandigarh, India. There were also important additions to the substantial Hong Kong and China architecture and design collection. Significant acquired archival works from architects include: Chung Wah Nan, Simon Kwan, and Rocco Yim from Hong Kong as well as Urbanus, MAD, Liu Jiakun, and Yungho Chang from Mainland China.

M+相信博物館應為訪客提供獨一無二、有別於傳統的學習經驗，以挑戰和啟發擁有不同需要、興趣及背景的參觀者之思維。M+的學習及詮釋項目旨在透過工作坊、專題導賞、放映及講座，開拓能夠豐富和提升參加者經驗的無限可能。透過過去多元的展覽主題，M+嘗試與不同觀眾群互動的模式，例如在「你。」展覽期間安排不同年齡層的學生參與，以及在「NEON SIGNS.HK探索霓虹」中為兒童、家庭、長者和視障人士設計各種參與活動。M+亦透過出版刊物、網上平台及語音導賞等學習資源，為有興趣的公眾提供多種參與渠道。

2014/15年度，M+的館藏無論在數量和內容上均與日俱增，年內獲批的新藏品有376件，涵蓋視覺藝術、設計及建築，以及流動影像範疇。當中購入的重要視覺藝術藏品包括：英國藝術家Antony Gormley的傳奇作品《亞洲土地》(2003年)，作品的部分購藏資金由一位香港慈善家慷慨捐贈；美籍韓裔藝術家兼錄像藝術先鋒白南準的《電視床》(1972年 / 1991年)；戰後初期日本前衛藝術派骨幹成員白髮一雄僅存的早期作品之一《Aka no samban》(Red III, 1953年)；以及印度藝術家Atul Dodiya的《S. S. Rajputana leaving the port of Bombay – 29th August 1931》(2014年)，這項購藏由Brown家族年度購藏基金贊助。M+購置了大批在藝術史上富劃時代意義的東亞地區藝術作品，當中包括屬1970年代中國的無名畫會、1970年代和1980年代韓國的單色畫運動，以及1950年代後期至1970年代初期台灣五月畫會的作品。此外，M+亦購藏了包括呂壽琨、郭孟浩(蛙王)、石家豪和謝淑婷在內的大量香港不同世代藝術家的作品。

年內M+購藏了日本設計大師倉俣史朗的多件作品，如《向Josef Hoffmann致敬，Begin the Beguine(婆娑起舞)》(1985年)，及其名作中14幅草圖等，大大豐富了M+的設計及建築館藏。M+亦購置了包括美國的野口勇、法國的Charlotte Perriand及意大利的Ettore Sottsass在內的多位西方現代主義設計及建築大師的作品。另外，來自Lucien Hervé、Pierre Jeanneret和Le Corbusier為後者於印度昌迪加爾項目留下的照片、傢俱和建築細節紀錄亦值得關注。此外，M+新增大量香港與中國的重要建築及設計館藏，包括來自香港的鍾華楠、關善明及嚴迅奇，以及中國內地的都市實踐、MAD、劉家琨及張永和的重要建築設計文獻。

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Antony Gormley, *Asian Field*
Antony Gormley, 《亞洲土地》
2003

This year, moving image acquisitions built upon the strong video art holdings in the collection. M+ acquired seminal works by practitioners in the areas of performance and video art, film, animation, and web-based art from Thailand to Korea to the United States, such as Chen Chieh-jen, Ming Wong, Apichatpong Weerasethakul, Paul Chan, and Young-Hae Chang Heavy Industries.

As of 31 March 2015, M+ has acquired 4,003 works through purchase and donation, of which over 32% are by Hong Kong artists and designers. This supports M+'s ongoing effort to enrich holdings in its three main disciplinary areas of visual art, design and architecture, and moving image to construct innovative narratives underscoring the evolution of visual culture globally. The acquisitions made during the past year deepened M+'s commitment to expand the collection's international holdings while cementing the museum's locally rooted position.

過去一年M+在流動影像藏品的基礎上繼續擴展該範疇的館藏，當中有來自泰國、韓國以至美國從事演出與錄像藝術、電影、動畫及網絡創作的藝術家的開創性作品，如陳界仁、黃漢明、Apichatpong Weerasethakul、陳佩之，以及張英海重工業等。

截至2015年3月31日，M+透過購買和接受捐贈共收藏了4,003項作品，當中超過32%出自香港的藝術家和設計師。這些收藏令M+視覺藝術、設計及建築，以及流動影像這三大範疇的館藏更上一層樓，讓M+更有能力就全球視覺文化的演變作出嶄新的敘述，憑藉紮根香港和放眼全球的方向，建立一個世界級的館藏。

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TRANSFORMING WEST KOWLOON

蛻變中的西九



The Xiqu Centre construction in progress

興建中的戲曲中心



Digital rendering of the Xiqu Centre

西九戲曲中心外觀 (數碼繪製圖)

The physical landscape of the District has undergone considerable change in 2014/15. Cranes are everywhere, rising in almost every corner of the site, steadily giving shape to the venues that will constitute the cultural district. Transformation has visibly taken place this year, with the construction of the Xiqu Centre and the M+ building moving full steam ahead, and rapid progress being made on the Park, Freespace, the Arts Pavilion, and the Lyric Theatre Complex.

In order to optimise the development potential of the WKCD site, last year the Authority submitted a planning application to the Town Planning Board (TPB) to apply for minor relaxation of maximum gross floor area and building height restrictions under Section 16 of the Town Planning Ordinance. The application was approved by TPB in November 2014.

After breaking ground in 2013, the Xiqu Centre is just two years away from its expected completion in 2017. Good progress has been made in 2014/15 – the foundation construction works were completed in late 2014, followed by the commencement of the main superstructure works in December last year. The Authority has continued to conduct rigorous value engineering on this project in conjunction with Bing Thom Architects and Ronald Lu & Partners, with a view to reduce the construction cost without compromising the overall functionality and quality of the facility.

During the year we worked closely with Swiss architectural firm Herzog & de Meuron, TFP Farrells and Ove Arup & Partners HK in moving forward the architectural design of the M+ building. This has moved from detailed design to construction as the building foundation works commenced in August 2014. The main superstructure work is set to commence in late 2015, and the building is scheduled for completion in the latter part of 2018.

文化區的外觀於過去一年發生了重大的變化。各處都架着起重機，日以繼夜運作，建造西九的各個場地。年內文化區的轉變越見明顯——戲曲中心和M+大樓的建築工程全速進行，而西九公園、自由空間、小型藝術展館及演藝綜合劇場的設計和工程亦順利開展，西九正逐步成型。

為充分發揮整幅西九用地的發展潛力，管理局去年向城市規劃委員會(城規會)提交規劃申請，根據《城市規劃條例》第16條申請略為放寬最大總樓面面積及最高建築物高度限制，有關申請已於2014年11月獲城規會批准。

2013年進行動土儀式後，戲曲中心距離2017年的預計落成時間只餘兩年。年內工程取得良好進展，地基工程已於2014年底完成，主上蓋工程亦於同年12月展開。管理局繼續在不影響設施整體功能和質素的前提下，與譚秉榮建築事務所及呂元祥建築師事務所合作，實行價值工程措施以降低建築成本。

過去一年，管理局在M+大樓的建築設計上與瑞士建築師事務所Herzog & de Meuron聯同TFP Farrells及香港奧雅納工程顧問公司緊密合作，隨着大樓地基工程於2014年8月展開，有關工作亦由詳細設計進展至建築階段。博物館的主上蓋工程將於2015年底展開，預計於2018年下半年落成。

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M+ construction site
M+博物館建築工地

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Following the unveiling of the concept design in July 2014, the Park has moved on to the design and development stage. The concept design was conceived by a global team led by Dennis Lau & Ng Chun Man Architects & Engineers (Hong Kong) Ltd with the international award-winning design consultant West 8 (Netherlands) and ACLA (Hong Kong). The vision for the Park is to integrate arts and culture within a quality green open space in the heart of the city, providing a vibrant venue for open-air performances of music, dance and theatre, large-scale outdoor sculptures and installations, as well as innovative works that push artistic boundaries. Attention has been paid to shaded areas and topographic variation in designing the Park, providing pleasant environments and spacious lawns for leisure and relaxation. The concept design was completed last year and confirmed the locations of the arts and cultural venues within the Park, including Freespace, which comprises a Black Box and an Outdoor Stage, as well as the Arts Pavilion and the Big Lawn.

The Park is currently at the detailed design stage, and the construction of the Park and Freespace is planned to commence in early 2016. In order to maintain partial opening of the Park area for public enjoyment throughout the construction period, a temporary park, now known as the Nursery Park, was completed and opened for public enjoyment in July 2015. Located at the north western end of the cultural district, the Nursery Park encompasses a tree nursery which is nurturing trees and plants for the future Park, a section of the existing waterfront promenade, performance space for staging open-air events, and a cycling path, allowing the public to experience what they can expect from the forthcoming cultural district and Freespace, which will lie at the heart of the Park.

Before the M+ building is completed, the Arts Pavilion will serve as the museum's primary site for staging small-scale exhibitions. Detailed design was completed in October 2014, and construction is now underway. The first exhibition is expected to take place at the Arts Pavilion in the third quarter of 2016.

In May 2014, consultancy services were employed for the design and administration of the construction of the Lyric Theatre. In parallel with the design process, the WKCDA initiated a review of performing arts venues planned for the District to achieve design efficiency and synergy in future operation, and the option of combining more performing arts venues with the Lyric Theatre was explored. The modification of facilities framework for the Lyric Theatre was well received after a series of discussions with the stakeholders. The modifications included the reconfiguration of some of the facilities previously included in the Centre for Contemporary Performance and Medium Theatre II. The enhanced Lyric Theatre, now tentatively known as the Lyric Theatre Complex, will also be used for a variety of art forms, while maintaining dance as its key artistic focus. The Lyric Theatre Complex will encompass a main 1450-seat Lyric Theatre;

繼概念設計於2014年7月出爐後，西九公園現已進入詳細設計和發展階段。有關概念設計由劉榮廣伍振民建築師事務所(香港)有限公司帶領榮獲多項國際設計殊榮的顧問園境師West 8(荷蘭)及傲林國際(香港)組成的國際團隊精心打造。公園的願景是在市中心締造一個融入文化藝術的優質綠化戶外空間，為戶外音樂、舞蹈和劇場表演，以及大型戶外雕塑和裝置提供一個充滿活力的場地，進一步打破藝術界限。公園的設計巧妙地引入林蔭和不同地形特色，營造出廣闊的草地空間和輕鬆休閒的環境。概念設計於去年完成，確定了自由空間(設有黑盒劇場和戶外舞台)、小型藝術展館和大草坪等西九公園內場地的位置及佈局。

西九公園目前處於詳細設計階段，公園和自由空間的建築工程預計於2016年年初展開。為了在工程期間可繼續開放部分公園空間予公眾享用，一個名為苗圃公園的臨時公園已於2015年7月落成啟用。苗圃公園位於文化區西北端，設施包括一個現正培植未來西九公園內樹木的苗圃；現有海濱長廊的一部分；可供舉辦戶外活動的表演空間；及一條單車徑，讓公眾人士率先體驗未來文化區及位於西九公園中心位置的自由空間的氛圍。

在M+大樓落成之前，小型藝術展館將是M+舉辦小型展覽的主要場地。詳細設計已於2014年10月完成並正進行施工。預計將於2016年第三季呈獻首個展覽。

管理局與2014年5月委聘負責演藝劇場建築設計和管理的顧問公司，重新檢討文化區已規劃的表演藝術場地，以確保設計效益和日後營運的協同效應，並探討整合演藝劇場及西九其他表演藝術場地的方案。經過多番討論及參考持份者對修訂演藝劇場設施架構方案的意見後，管理局決定重組原先於當代藝術中心和中型劇場II的部分設施，置於演藝劇場項目內。優化後的演藝劇場暫名為演藝綜合劇場，藝術定位繼續以舞蹈為主，同時亦適用於其他藝術形式。



Digital rendering of the Park
西九公園(數碼繪製圖)

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西九公園(數碼繪製圖)

a 600-seat Medium Theatre; a 200-seat Studio Theatre; and a Resident Company Centre, which will comprise a full range of professional rehearsal, communal and supporting facilities, serving as a power house for the long-term development of dance. The design of the Lyric Theatre Complex is currently underway, and the tender for foundation works is scheduled for the second quarter of 2015, with the core arts and cultural facilities targeted for completion in 2020.

While we are building a physical cultural district with arts venues and public spaces, the strategic direction of connecting audiences with arts and culture has been at the centre of the Authority's effort to develop the District's technological infrastructure. The Information and Communications Technology (ICT) Department was established this year to explore opportunities to deploy technology for the future WKCD. A five-year business plan was drafted, and a three-year Programme Management Office consultancy services for ICT applications (aPMO) was established to develop Enterprise Architecture, ICT Governance and other related documents; and more importantly, to deliver 20 key business applications including district-wide content management, digital asset management and venue management, taking into account the different venues' construction timelines.

The transformation that is taking place physically and technologically crystallises the WKCDA's aspirations to build a District that embraces the concepts of sustainability, accessibility and connectivity, while enhancing audience and visitors' experience.

演藝綜合劇場將包括一個設有1,450個座位的主要演藝劇場；一個設有600個座位的中型劇場；一個設有200個座位的小劇場；以及一個駐區藝團中心，內設全面的專業綵排、共用和輔助設施，以推動舞蹈界的長遠發展。演藝綜合劇場的設計工作正在進行，地基工程的招標則安排於2015年第二季展開，有關核心文化藝術設施預計於2020年落成。

為實現西九以文化藝術連繫觀眾的策略性方向，在建造文化區的文藝設施和公共空間的同時，管理局亦積極發展區內的科技基礎設施。管理局於過去一年成立了資訊及通訊科技部，以規劃和建構西九日後的資訊科技策略。資訊及通訊科技部草擬了一個五年業務計劃，並設立了一個為期三年、提供顧問服務的資訊及通訊科技管理辦公室，以制訂企業架構、資訊與通訊科技管治及其他相關文件；更重要的是，辦公室將因應不同場地的工程進度，執行及完成20個主要業務應用方案，包括文化區網站的內容管理、數碼資產管理和場地管理等系統。

隨着項目工程加緊推展，並推動科技建設，充分體現管理局致力將西九發展成集可持續發展、通達共融和連繫四方於一身，從而提升觀眾和訪客體驗。

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CONNECTING, ENGAGING AND CULTIVATING

連繫 • 參與 • 培育

Public participation in our M+ and PA programmes in 2014/15 tells a compelling story about the tremendous growth of the Authority's audience engagement initiatives. Our mission to deliver artistic and capacity building programmes during the run-up to the future District is underpinned by our commitment to keep the community at the heart of our actions. Diverse programmes, events, and marketing initiatives during the year provided the Authority with ample opportunities to reach out to and build a wider audience. This year we continued to use digital technology extensively in our programme marketing, enabling content to be accessed in novel and interactive ways while creating a buzz around our events.

Building on the popularity in the previous year, the Freespace Fest App and Freespace Challenge! game continued to be effective tools in generating interest for *Freespace Fest*. By providing a festival app, the Authority was able to share programme details and updates in a form which was easy to access by people on the go. In catering for the festival's audience-centred approach, we enhanced the functionality of the app by incorporating user preferences, social media integration and interactive elements, allowing the audience to participate in music events through the app. The Freespace Challenge! game was also hugely popular both online and at the festival site, with a download rate over 11,000 and 2,000 plays at the game booth.

Mobile M+: NEONSIGNS.HK opened up vast possibilities in digital programming. It proved to be an international success that extended well beyond the time span of the online exhibition. In April 2015, NEONSIGNS.HK earned a Webby Award in the "Website: City and Urban Innovation" category. This was followed by a partnership with the Google Cultural Institute, which featured two specially curated exhibitions using existing and new content from the project; this broadened NEONSIGNS.HK's global presence and reach.

The WKCD website continues to be an important channel for our communication with the public. Aspiring to promoting accessibility, inclusion and engagement, our website plays an integral role in keeping the public abreast of the Authority's latest programmes and development. In addition to providing quick navigation and relevant content, a growing emphasis has been placed on involving the public in the process of the District's development through the website. One good example is the Park survey, which the WKCD rolled out in May 2014 to solicit the public's views on the operation of the future Park.

公眾對2014/15年度M+和表演藝術部舉辦的節目反應熱烈，足見管理局在提升觀眾參與度方面取得可觀進展。公眾是西九各項活動的重心，我們在建設文化區期間，致力透過舉辦各種節目來達到推廣藝術及培育人才的使命。年內不同的節目、活動和推廣計劃為管理局提供大量接觸並拓展觀眾群的機會。今年我們繼續把數碼科技廣泛應用在節目推廣上，使觀眾能夠以新穎互動的方式瀏覽節目內容，同時讓我們的活動獲得更多討論及關注。

上年度廣受歡迎的自由野應用程式及「進擊自由野！」網上遊戲，繼續有效地引起公眾對「自由野」的興趣。管理局透過活動應用程式讓訪客可以便捷方式收取節目詳情和資訊更新。因應「自由野」以觀眾為主導的方向，我們強化了程式功能，加入用戶偏好、社交平台整合及互動元素，並讓觀眾透過應用程式參與音樂節目。至於「進擊自由野！」遊戲在網上及「自由野」活動現場均大受歡迎，下載次數及現場參與遊戲攤位的人次分別達11,000及2,000。

「M+進行：NEONSIGNS.HK探索霓虹」網上展覽開拓了數碼節目的無盡可能，展期完結後仍受到國際關注。2015年4月，「NEONSIGNS.HK探索霓虹」在Webby Award的「網站：城市及都市創新」類別脫穎而出。隨後，我們與Google虛擬博物館合作，利用展覽的現有及新增內容舉行兩個專題展覽，進一步提升「NEONSIGNS.HK探索霓虹」的國際曝光率和關注度。

西九網站一向是我們與公眾溝通的重要渠道。在促進無障礙、共融和參與的前提下，西九網站在向公眾提供管理局的最新節目及發展資訊上扮演著不可或缺的角色。除了提供快速導覽和適切的內容外，亦越來越重視鼓勵公眾透過網站參與文化區的發展。其中一個最佳例子是管理局於2014年5月推出的西九公園公眾意見調查，蒐集公眾人士對營運未來西九公園的意見。

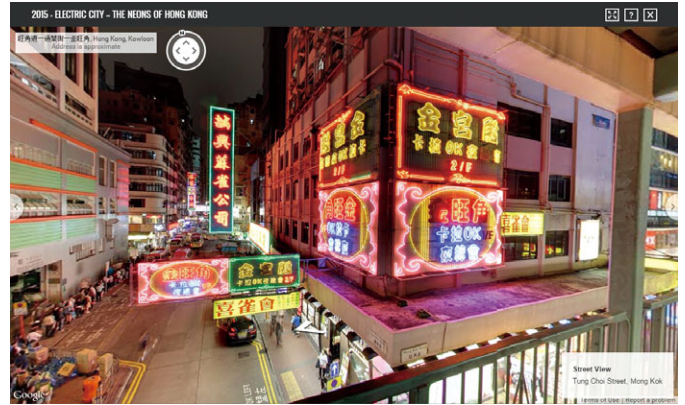
My family and I spent a wonderful weekend at *Freespace Fest 2014*, sitting on the grass to enjoy music against the backdrop of stunning night views of the Victoria Harbour. We also wandered around the bazaar, checking out crafts hand-made by local artists. I look forward to more outdoor, interactive cultural events organised by the WKCD in the future!

「自由野 2014」讓我和家人有機會坐在舒適的草地，一邊欣賞維多利亞港的醉人夜景，一邊享受悠揚樂韻，又或閒逛本地藝術家主理的《手作藝墟》，以不一樣的方式享受週末。萬分期待西九未來舉辦更多戶外互動文化活動！

Fountain Shiu, visitor to *Freespace Fest 2014*
邵芳婷，「自由野 2014」參加者

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The NEONSIGNS.HK exhibition further expanded its visibility among global audiences through a partnership with the Google Cultural Institute 「NEONSIGNS.HK探索霓虹」透過與Google虛擬博物館合作，延伸至全球的觀眾群



Freespace Fest App
自由野應用程式



Adults and kids lining up at the game booth, rising to the challenge of the Freespace Challenge! game
遊戲攤位擠滿成人及小朋友，等待挑戰「進擊自由野！」網上遊戲



The WKCD website
西九網站

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Since its revamp in 2013, the website has grown in content, design, functionalities and accessibility. It received a silver award under the non-commercial category by the Best .hk Awards and a gold award by the Web Accessibility Recognition Scheme in 2015 for its outstanding performance. The WKCD website received a total of 2,551,265 page views during 2014/15, a figure that reflects the high level of interest in the project and the Authority's activities.

With over 90,000 subscribers, our e-newsletter has proven itself to be an important way to connect with the audience. The bilingual e-newsletter mailing is segmented by audiences, allowing us to better engage with our target audiences and provide them with specially tailored latest news and events relevant to their interests. This personalisation will be further developed in the coming year as we expand the role of customer relationship management to enhance the web experience and promote attendance at events.

Social media continues to be a key aspect of our digital strategy. Our social media presence expanded with over 55,000 followers on Facebook, as well as a significant growth in YouTube subscribers. As our Facebook community continued to grow, the year also saw a major boost of Instagram users who contributed over 4,000 neon sign images to the *NEON SIGNS.HK* exhibition and over 2,000 photos to *Freespace Fest 2014*. Importantly, videos are proving to be an increasingly valuable tool for building awareness, promoting events and raising interest in our events.

Last year we produced a range of videos to inform our current and potential audiences about the WKCD project, including the time-lapse video of the Xiqu Centre, *Freespace Fest* after movie, the behind-the-scenes of *Rising Stars of Cantonese Opera*, trailer of *Mobile M+: Moving Images* exhibition and the Kiyotomo Sushi Bar documentary, providing the public intriguing glimpses into the different aspects of the WKCD story.

管理局自2013年推出全新的官方網站以來，網站無論在內容、設計、功能和通達程度均全面加强。憑藉出色表現，西九網站分別獲頒發「2014最佳.hk網站獎」非商業類別銀獎，以及「無障礙網頁嘉許計劃2015」金獎。於2014/15年度，西九網站頁面瀏覽次數高達2,551,265，反映市民對西九項目和管理局的活動深感興趣。

電子通訊的訂閱人數已躍升至超過90,000，是管理局與觀眾連繫的主要渠道。電子通訊提供雙語版本，並按觀眾類型分組發放，以便更有效地吸引目標觀眾群參與，並因應不同觀眾的興趣提供更適切的消息和活動資訊。來年我們將開拓客戶關係管理，從而進一步發展這項個人化服務，提升公眾的網上體驗和推動更多人投入參與節目。

社交平台繼續是我們數碼策略的重要一環，我們在社交平台的曝光率持續上升，Facebook追蹤者超過55,000人，YouTube訂閱用戶亦大幅增長。Facebook社群不斷壯大之際，年內Instagram追蹤者亦顯著增加，並於「NEON SIGNS.HK探索霓虹」展覽平台提交超過4,000張霓虹招牌的照片，以及在「自由野2014」期間上載超過2,000張活動照片。重要的是，影片現正逐步成為提高節目關注度及推廣的有效傳訊工具。

去年我們製作一系列影片，讓現有和潛在的觀眾群認識西九項目，當中包括戲曲中心興建過程縮時影片、「自由野」的精彩回顧、「西九戲曲中心粵劇新星展」的幕後花絮、「M+進行：流動的影像」的宣傳片，以及倉俟史朗《清友壽司吧》紀錄片，讓公眾從多角度了解西九的內容和動態。

As a Cultural Studies graduate and a complete stranger to marketing, I was lucky to be offered a post that allowed me to hone my skills, learn new ones and meet like-minded people in the art industry. That was three years ago. Now I'm an experienced copywriter in direct marketing, web content and social media.

作為修讀文化研究的大學畢業生及市場推廣方面的新手，我很幸運能透過這份工作去磨練技巧、學習新技能，以及遇上藝術界的同路人。三年過去，我現在已是直銷、網站內容及社交平台方面的資深撰稿人。

Felicity Chao, Communications & Marketing Assistant and former part-time data entry staff, WKCD
趙芷穎，曾任管理局兼職資料輸入員，現為傳訊及推廣助理

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As the WKCD A continued to shape its artistic programmes and build the venues, this year we took the opportunity to update the Authority's identity. The new branding reinvigorated perceptions of the project and will enhance the future visitor experience through their encounters with our programmes, events, venues, wayfinding, digital presence and other visual communications. Numerous aspects of the strategic planning and development for the future District are well underway, such as customer relationship management, membership, digital asset management, ticketing, digital signage and online collection display.

管理局於本年度不斷發展藝術節目和建設場地的同時，亦更新了機構的標誌。新的品牌形象為項目注入時尚活力的感覺，讓訪客將來在參與節目和活動，或接觸文化區內的場地、導向指示、數碼傳訊及其他視覺傳意媒介時，提升其整體體驗。另一方面，未來文化區的各項策略規劃和發展，包括客戶關係管理、會員計劃、數碼資產管理、票務、數碼顯示系統和網上藏品展示等方面均進展理想。



Young local Cantonese opera artists in 'Madame She'
本地粵劇新星在《佘太君掛帥》中展現光芒

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A time capsule with artworks by local children was placed on the M+ construction site for unsealing after 100 years

存放有本地小學生畫作的時間囊放置在M+博物館建築工地，於100年後開啟



Our engagement activities for people of all ages
社會上不同年齡的人士投入參與管理局的活動

M+ was a team of 10 people when I joined and now it is close to 50! It's extraordinary to be a part of a project from its early stages and grow alongside it. Yes, there are endless challenges but I love working here because I believe wholeheartedly in M+.

我加入 M+ 的時候團隊只有 10 人，轉眼已擴展至近 50 人！能夠在項目的起步階段便投入參與，並與之一同成長，實在意義非凡。儘管面對無盡挑戰，但我熱愛這份工作，並對 M+ 的信念堅定不移。

Mia Fong, Members Programme Coordinator and previously intern of the first intake of M+ Internship Programme, WKCD
方嘉愛，管理局 M+ 博物館首屆實習生，現為會員計劃統籌

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Maintaining effective communication is an important part of the Authority's work as the development of WKCD relies on the support of the public, the media, the Government and numerous stakeholders. To ensure transparency, we continued to provide live broadcasts for the open session of each Board meeting, followed by a press release that summarises the meeting discussion to keep the public informed about the Authority's key decisions and latest developments. With an aim to deliver clear, engaging and timely information about the WKCD during the year, we issued over 40 press releases, alongside the organisation of numerous press interviews, press conferences and guided media tours, exhibition previews and receptions. Local and international media demonstrated high levels of interest in WKCD's events, with featured stories and extensive coverage in major newspapers, art magazines and online press. As part of our effort to support the promotion of arts and culture in local media, for the third consecutive year we supported the 'Best Arts and Culture News Writing' category of the Hong Kong News Awards, which was organised by the Newspaper Society of Hong Kong.

The mission of creating a cultural district that fulfils the expectations of the community requires greater engagement with our stakeholders. In March 2015, a town hall meeting was organised for the 18 District Councils to brief the District Council members on the draft WKCD (Public Open Space) Bylaw and associated guidelines. Consultation had also been conducted with the Consultation Panel, Yau Tsim Mong District Council, arts and cultural groups, representatives of nearby residents, youth groups as well as the Legislative Council Joint Subcommittee to Monitor the Implementation of the WKCD Project.

On the artistic side, during the year PA conducted regular meetings with stakeholders in the local performing arts field to collect views on the future venues in terms of artistic positioning and strategic planning. Bilateral relationships have been established through regular meetings with key players in the industry, such as the Xiqu Centre Advisory Group and engagement meetings with the local Xiqu, theatre, dance and music scenes, whose expertise are expected to contribute to the development of the WKCD project.

西九的發展有賴公眾、媒體、政府和持份者的支持，故此保持有效的溝通對管理局尤為重要。為確保董事局會議的透明度，我們繼續直播會議公開部分，並隨後發布新聞稿概述重點討論內容，向公眾傳達管理局的重要決策和最新發展。為了提供清晰、具吸引力及適時的管理局資訊，年內我們發出超過40篇新聞稿，並舉行多次傳媒活動，包括訪問、新聞發布會、媒體導賞團、預展及酒會。本地和國際媒體均對西九活動表現濃厚興趣，獲得主要報章、藝術雜誌和網上傳媒作專題介紹和廣泛報道。此外，為了支持本地新聞媒體推廣文化藝術，我們連續第三年支持香港報業公會舉辦的「香港最佳新聞獎」之「最佳文化藝術新聞報道」。

要創造一個符合社會期望的文化區，持份者的積極參與十分重要。我們於2015年3月為18區區議會舉行簡介會，向區議員簡介《西九文化區(公眾休憩用地)附例》及相關指引擬稿。此外，我們亦已諮詢管理局諮詢會、油尖旺區議會、文化藝術團體、鄰近居民代表、青年團體，以及立法會監察西九文化區計劃推行情況聯合小組委員會。

藝術方面，表演藝術部年內與本地表演藝術界別的持份者進行定期會議，聽取他們就未來場地的藝術定位和策略規劃方面的意見。我們亦舉行定期會議，與戲曲中心顧問小組等主要業界人士保持雙向溝通，以及與本地戲曲、戲劇、舞蹈及音樂界人士進行會議，以期利用他們的專業知識為西九項目的發展作出貢獻。

Members of the 18 District Councils are briefed on the draft WKCD (Public Open Space) Bylaw and associated guidelines in a town hall meeting
18區區議會成員在簡介會中備悉
《西九文化區(公眾休憩用地)附例》及相關指引擬稿



THE YEAR IN REVIEW
年度回顧

In preparation for the artistic development and the commissioning of the future performing arts venues, over the past two years PA has been working to establish an Artistic Partnership Framework in consultation with the local arts sector. Partnership with different arts groups and artists is central to the fabric of the Framework, which is envisaged to initiate a new engagement model for the local art scene, with a long-term goal of bolstering the overall performing arts ecosystem in Hong Kong. Two types of partnership models, namely Resident Partners and Associate Partners, were proposed last year. Emerging and established artists, arts companies and visiting researchers will be engaged as Associate or Resident Partners to contribute to and play an ongoing role in the artistic direction of the WKCD performing arts venues.

Last year the Authority continued its efforts in actively exploring models of engagement and capacity building in Hong Kong since the cultivation of talent for the local art scene is an area of immense importance. To enhance the professional development of local arts professionals, the Authority and the Hong Kong Arts Development Council jointly initiated the *Overseas Training / Research Programme for Leaders from Local Arts Groups on Future Arts Development in Hong Kong* in 2013. The programme supported Hong Kong artists and leaders in the arts to conduct visits and trainings at arts organisations, festivals and centres in the United States, Europe and Asia from 2013 to 2015. The programme has nurtured five participants from drama and dance disciplines, who are expected to contribute to the WKCD project as well as arts development of Hong Kong in the future. A sharing session was held in November 2014, where two participants of the first year's programme, Even Lam and Daniel Yeung, shared their insights on strategic planning, audience building as well as observations gained from their overseas visits. Participants of the programme will produce an in-depth research project in their respective area of expertise as part of the programme.

為未來表演藝術場地的藝術發展及啟用作好準備，表演藝術部在過去兩年一直就建立藝術伙伴合作架構諮詢本地藝術界。該架構的重點是夥拍不同藝團及藝術家，為本地藝術界開創新的參與模式，以促進香港整體表演藝術生態的長遠發展。去年，我們提出駐區伙伴和協作伙伴兩種合作模式，新進及知名的藝術家、藝團和到訪學者將以協作伙伴或駐區伙伴的方式，貢獻及積極參與西九表演藝術場地的發展。

培育本地藝術界人才是十分重要的一環，管理局於去年不斷積極探索香港不同的參與及人才培育模式。為提升本地演藝專才的專業發展，管理局與香港藝術發展局於2013年共同展開「本地藝團領袖人才海外考察及培訓計劃」。獲選的香港藝術家和藝術行政領袖於2013至2015年間走訪美國、歐洲和亞洲的藝術機構、藝術節和藝術中心進行考察和接受培訓。計劃已培育五位來自戲劇和舞蹈範疇的參加者，期望他們將來會為西九項目以至香港的藝術發展出謀獻策。分享會於2014年11月舉行，首年計劃的兩位參加者林英傑和楊春江分享他們對策略規劃和建立觀眾群的見解，以及他們於海外考察期間的觀察所得。作為計劃的一部分，參加者亦將按各自的專業範疇進行一項深入的研究。

M+ Matters takes place outside Hong Kong for the first time, in conjunction with the inaugural *Hong Kong-Shenzhen Design Biennale*

「M+思考」首次在香港以外地區進行，作為首屆「深港設計雙年展」項目之一



It is my privilege to work in one of the world's largest arts and cultural organisations. The job is certainly not easy as it involves expertise in many different fields of art, so I appreciate the WKCD for giving me such an invaluable opportunity to broaden my mind.

我很榮幸能加入世上其中一所最具規模的藝術文化機構。這份工作殊不簡單，需要涉獵到不同藝術範疇的專門知識。我很感謝管理局給我擴闊視野的機會。

Evis Chuk, Operations Development Assistant and previously intern of the first intake of Performing Arts Internship Programme, WKCD
竺桓嫻，管理局表演藝術部首屆實習生，現為營運發展助理

THE YEAR IN REVIEW

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As part of its ongoing effort to nurture arts administrators for the Hong Kong art scene, last year the Authority again supported the annual *Cultural Leadership Summit: Young Leaders Platform Showcases*, co-presented by the Hong Kong Arts Administrators Association and the Advanced Cultural Leadership Programme of the University of Hong Kong. At the summit, local and international cultural leaders were invited to discuss topics on 'Branding Hong Kong through the Arts'.

Offering local young people professional development opportunities remains a priority for the Authority. Our internship programme allowed local tertiary students to gain knowledge and experience through real-life contexts. Among the 28 interns who worked with the WKCD team in 2014/15, six were Performing Arts interns. M+ also continued its internship programme throughout the year by providing nine curatorial interns with the opportunity to gain practical and theoretical training in curatorial practice, art education, and museum operations. Establishing collaborative relationships with helpers and volunteers allows M+ to gain insights into their views as stakeholders and to build long-term engagement with them as the museum takes shape. Throughout the 2014/15 exhibition programme, M+ provided opportunities and training for 47 docents and 32 exhibition helpers. We value the opportunity to work with young people in this way as we nurture more talents for the arts.

為持續培育香港藝術界的藝術行政人員，去年管理局再度支持一年一度由香港藝術行政人員協會及香港大學文化領航學程合辦的「文化領袖論壇：青年領袖平台系列」。活動邀請本地與國際文化界領袖就《以藝術建立香港的城市品牌》為題進行討論。

管理局非常重視為本地青年人提供專業發展機會。我們的實習計劃讓本地大專生在實際工作環境中增長知識及汲取經驗。2014/15年度共有28位實習生與管理局團隊共事，其中六位為表演藝術實習生。本年度M+亦繼續舉辦實習計劃，為九位策展實習生提供實踐和理論培訓，讓他們認識策展實踐、藝術教育和博物館營運等範疇。M+亦積極與展覽助理及義工建立協作關係，希望能夠更深入了解他們作為持份者的觀點，以及在博物館逐步成形期間與他們發展長遠的合作關係。透過2014/15年度的展覽項目，M+為47位導賞員和32位展覽助理提供不同的機會及培訓。我們重視與青年人合作的機會，並藉此為藝術界培育更多人才。

Our summer interns take a selfie with Mr Michael Lynch at the welcome party
一眾暑期實習生於歡迎會上與連納智先生自拍



I'm thrilled to take part in this mega arts project, work with all these energetic people and cooperate with different parties during my internship. This opportunity not only adds value to my profile, but more importantly, allows me to start my dream career.

我很高興能透過暑期實習的機會，參與這個龐大的藝術項目，與一眾活力充沛的同事並肩工作，以及和不同機構攜手合作。這次機遇不僅為我的履歷增值，更重要是讓我一嘗夢寐以求的工作。

THE YEAR IN REVIEW
年度回顧**HOW WE MAKE IT HAPPEN****實現願景**

The Authority's roles and undertakings are manifold. Among the Authority's multiple endeavors in building and developing the cultural district, a significant one is the provision of public space. Aside from design and construction, to provide the public with the best public space that we possibly can require the formulation of sound policies. In the spirit of creating a Park and public spaces that are welcoming and accessible for all, in 2014 the Authority took the initiative to draft a WKCD (Public Open Space) Bylaw and associated guidelines to govern the operation of the Park as well as other public open spaces, to ensure that they will be managed in a way that encourages a wide range of uses and activities within the shared spaces, while respecting and balancing the needs of different users. Accompanied by four sets of guidelines on street performances, outdoor events, assistance animals and filming and photography, the draft Bylaw has taken into account the vision and mission of the Park as well as the public views collected in a three-stage public engagement exercise between 2009-2011, a park public survey that the Authority conducted in May 2014, and various consultation sessions that the Authority has carried out earlier this year. The draft Bylaw is a work-in-progress document, and is under further refinement taking into account views from various stakeholders and the public. It will be submitted to the Legislative Council for positive vetting later this year ahead of enactment.

在管理局的多方職責及工作中，提供公共空間是重要一環。除設計及興建外，我們需要制訂完備的營運及管理政策才能為公眾提供最好的公共空間。管理局本着建立通達共融及人人共享的西九公園和公共空間精神，於2014年着手草擬《西九文化區（公眾休憩用地）附例》及相關指引，藉以規範公園和其他公眾休憩用地的管理模式，確保市民在互相尊重和平衡不同需要的前提下，共同享用有關設施。草擬附例以及相關的街頭表演、舉辦戶外節目、援助動物以及外景拍攝和攝影四個指引，均考慮到公園的願景及使命、於2009至2011年進行的三個階段公眾參與活動和於2014年5月管理局進行的公園公眾意見調查結果，以及管理局於本年較早時多次諮詢中收集到的意見。擬議附例將會是一份不斷完善的文件，會在考慮不同持份者和公眾人士的意見後作進一步修訂，並將於本年較後時間提交立法會進行先審議後訂立的程序。

The tree nursery at the District
文化區內的幼樹苗圃



THE YEAR IN REVIEW

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Young people enjoying a SmartBike ride

年輕人享受「悠遊西九」單車旅程



Before the Park and other venues come to life, efforts to position WKCD as a leisure destination are ongoing. The accessible waterfront promenade has been a popular place for the public to engage in leisure activities such as jogging, picnicking and cycling. The SmartBike service, which was officially launched in April 2014, has been well received by the public. As of March 2015, the bike rental service has had over 22,000 users. In addition to WKCD's own events, the site has also been used by external organisations to stage large-scale outdoor events.

Different departments and functions of the Authority are the underlying forces that make the WKCD project happen. The Finance Department supported the Authority in planning, allocating and managing the Authority's financial resources and investments as well as budgeting, forecasting and financial reporting to ensure the smooth operation of the Authority.

在西九公園及其他場地啟用前，我們已致力令西九成為理想的消閒好去處。位置便利的海濱長廊已成為市民緩步跑、野餐及踏單車的熱點。2014年4月推出的「悠遊西九」單車服務亦廣受好評，截至2015年3月已有逾22,000人次使用此項服務。除西九舉辦的活動外，外界機構亦曾於西九用地舉辦不同的大型戶外活動。

管理局內的各個部門均全力協助落實西九項目。財務部支援管理局的規劃、管理和分配管理局的財政資源及投資，以及制作預算、預測和財務報告，以確保管理局運作暢順。

THE YEAR IN REVIEW

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In 2014/15, the Authority generated a total investment income of HK\$830 million, representing an increase of HK\$20 million or 2.4% compared to the previous year. The overall rate of return on the Authority's investments increased from the previous year's 3.4% p.a. to 3.5% p.a. As at 31 March 2015, the Authority had generated in total HK\$4.6 billion investment income since inception at an annualised yield of 3.2%. Funds available for investment was HK\$23.5 billion, which was HK\$0.2 billion lower than the previous year as its total expenditure exceeded total income.

The net assets of the Authority at the end of financial year 2014/15 amounted to HK\$25.1 billion as compared to HK\$24.5 billion in the previous year, which mainly comprised HK\$15.1 billion of placements with the Exchange Fund, bank deposits of HK\$8.5 billion, property, plant and equipment of HK\$1.1 billion and museum collections of HK\$0.4 billion. During the year, the Finance Department continued to strengthen the Authority's financial management and control and improve efficiency of the Authority's accounting processes and treasury operation.

In addition to its role in drafting the Bylaw and guidelines, the Legal Department also supports the Authority by providing professional advice and addressing numerous legal issues, such as copyright, trademark registration, contractual and licensing matters, architectural and engineering consultancy, and construction contracts. It also contributes to the delivering of internal policy and guidelines, and the insurance of the Authority's undertakings.

As an independent function established within the WKCDA, the Internal Audit Department (IA) supported the Board to effectively discharge its responsibilities in respect of risk management, internal control and corporate governance. Reporting to the Audit Committee, IA performed audits covering areas of procurement and payment of non-capital items, use of single quotations, museum collections management as well as project management of the site office and temporary access road in 2014/15 to evaluate the adequacy and effectiveness of internal controls. IA was also engaged in undertaking Risk Management activities as facilitator and co-ordinator of risk management process in accordance with the Risk Management Policy; and as Secretary of the Risk Management Committee.

於2014/15年度，管理局錄得總投資收入8.3億港元，按年增加2千萬港元或2.4%。本年度整體投資回報率由上年度的3.4%增至3.5%。截至2015年3月31日，管理局自成立以來已錄得總投資收入46億港元，按年收益率為3.2%。可用於投資之資金為235億港元，較上年度減少2億港元，原因是總開支超過總收入。

管理局於2014/15財政年度結束時的資產淨值為251億港元，上年度則為245億港元，其中主要包括151億港元之外匯基金存款、85億港元之銀行存款、11億港元之物業、廠房及設備，以及4億港元之博物館藏品。財務部於本年度繼續加強管理局的財務管理和監控，並提升管理局的會計處理和庫務運作的效率。

法律事務部除了負責草擬附例和指引外，亦為管理局各部門提供專業意見和法律服務，如版權、商標註冊、合約及授權事宜、建築和工程顧問，以及建築合約等，並就編製內部政策和指引提供法律意見，以及負責管理局的保險工作。

作為一個在管理局內具備獨立職能的部門，內部審計部協助董事局有效地履行職責，處理有關風險管理、內部監控和機構管治的事宜。內部審計部向審計委員會匯報，並履行審計職責，2014/15年度所涵蓋範疇包括非資本項目的採購和付款、單一報價的使用、博物館藏品管理以及工地辦公室和臨時接駁道路的項目管理，以評估內部監控的健全性和成效。內部審計部亦參與風險管理工作，協調和統籌根據風險管理政策進行的風險管理過程；以及出任風險管理委員會的秘書。

THE YEAR IN REVIEW
年度回顧

People are crucial to the success of the WKCD project. The Human Resources Department has been dedicated to attracting and engaging talents to realise the mission of the WKCD. Over the years the Authority has expanded rapidly, from an office with just a few desks to a staff force of 230 as at March 2015. The WKCD project could not have achieved the progress in the past year without the contribution and dedication of every staff member of the Authority. Despite the challenges ahead, we will not lose sight of the multiple roles that we play, nor will we lose our aspiration to achieve more.

人才是西九項目成功的關鍵。人力資源部一直致力吸引和招募人才，以實現管理局的使命。過去數年，管理局迅速擴展，由一個只有數名職員的辦公室，發展成為截至2015年3月達230名員工的團隊。西九項目過去一年取得豐碩成果，全賴管理局每一位員工的貢獻與付出，儘管未來充滿挑戰，我們仍會繼續履行職責，堅守信念，實現各個文化藝術發展的目標。

A site office has been established at the District to accommodate the expanding team
管理局因應團隊擴張而設置工地辦公室



THE YEAR IN REVIEW
年度回顧

WEST KOWLOON IN FIGURES

西九速寫



Awards
獎項

WKCD website
西九網站



NEONSIGNS.HK
NEONSIGNS.HK 探索霓虹



INTERNATIONAL
DESIGN
COMMUNICATION
AWARDS

- Best Website
最佳網站
- Best Temporary Exhibition
Communications
最佳短期展覽傳訊



Chinese New Year 3D pop-up card
農曆新年 3D 立體賀卡



Building the M+ Collection
建立藏品

Purchased 購入

339 works
件藏品

Received 接受

37 donations
件捐贈藏品

THE YEAR IN REVIEW
年度回顧



4,000+

Hong Kong neon sign photos submitted by the public
公眾提交的香港霓虹招牌照片

Freespace Fest mobile app and Freespace Challenge! online game
「自由野」應用程式及「進擊自由野！」網上遊戲

19,000+

downloads
下載次數

760,296
website visits
網站瀏覽人次

90,000+
e-newsletter subscribers
電子通訊訂閱人數

55,000+
facebook likes
facebook 專頁讚好

VIDEO

300,000+

total views of online videos
網站影片瀏覽總數

OUTLOOK 展望

2014/15 was a year marked by artistic excellence and significant progress for WKCD. The construction of the Xiqu Centre and the M+ building is well on track, and good progress has been made with the development of the facilities and venues in the Park. As the District is taking shape, we continue to focus on shaping artistic content, building capacity and engaging the wider public in preparation for our arts venues as they come closer to reality.

The year demonstrated that we were able to manage multiple construction projects whilst continuing to deliver a range of ambitious programmes that catered to a broad range of audiences. However, the year was not without its challenges, particularly the escalation in construction costs. In view of this, the Authority has endeavoured to mitigate the impact by adopting a pragmatic approach to implement the project and exercising prudent budget control. We are also mindful of the concerns expressed by legislators, District Council members, arts and culture stakeholders, and the wider community, and are prepared to address them with dedication and tenacity.

We gratefully acknowledge the unflinching support by the Government of Hong Kong Special Administrative Region, without which the WKCD project could not exist. We are also most appreciative of the support from the public, our stakeholders and the arts communities, whom we look forward to continuing engaging with as we embark on the year ahead. With commitment and the continued support, we are poised to deliver a world-class cultural district for the people of Hong Kong and beyond.

2014/15年度，西九不但在項目建設取得重要的進展，在藝術節目發展亦不斷追求卓越。戲曲中心及M+大樓的施工進度理想，西九公園內的設施及場地發展亦進行得如火如荼。隨着西九發展漸見規模，我們繼續致力豐富藝術內容、培育人才，以及鼓勵社會大眾參與，為日後藝術場地的落成啟用作好準備。

過去一年，我們專業地管理各項建築工程之餘，亦積極舉辦連串精彩節目去迎合廣大觀眾的不同需要。然而這一年仍充滿挑戰，尤其是建築成本持續上漲，故此管理局一直嚴謹務實地推展項目，並嚴格控制預算，藉以減低相關影響。此外，我們亦時刻準備就緒，盡心盡力去應對立法會議員、區議員、文化藝術持份者，以及社會各界對西九發展所表達的關注。

我們衷心感謝香港特別行政區政府一直以來對西九項目的鼎力支持，造就了西九項目的出現。同時亦感謝公眾、持份者及藝術界的支持，並期待他們來年繼續參與。隨着項目向前邁進並取得成果，管理局、政府及公眾人士眾志成城，西九定能為香港市民和訪客帶來一個世界級的文化區。

OUTLOOK
展望



Digital rendering on the aerial view of WKCD
西九鳥瞰圖(數碼繪製圖)

CALENDAR OF EVENTS

大事紀要

05
2014

The WKCDCA invited public views on the management approach of the Park through a public survey conducted online from 9 May to 29 June. The survey findings serve as a reference in the drafting of the Bylaw and guidelines to govern the operation of the Park and other public open spaces within the District.

管理局於5月9日至6月29日期間就西九公園的管理模式展開網上公眾意見調查，調查結果為草擬西九公園和文化區內其他公眾休憩用地的營運管理附例及指引提供參考。

05 / 2014 ↗

On 12 May, the WKCDCA appointed the joint venture of UNStudio from the Netherlands and Hong Kong-based AD+RG to design the Lyric Theatre.

管理局於5月12日委聘荷蘭的UNStudio及香港的AD+RG聯合團隊設計演藝劇場。

05 / 2014 ↗

On 14 May, M+ announced the establishment of the Brown Family Annual Acquisition Fund. Donated by Hong Kong-based artist and collector Rosamond Brown, the HK\$5 million fund allows M+ to acquire works at Art Basel in Hong Kong over the next decade.

M+於5月14日宣布成立Brown家族年度購藏基金。這項由香港藝術家及收藏家Rosamond Brown捐贈、總金額達500萬港元的基金讓M+可於未來10年在香港巴塞爾藝術展購置藝術品。

05 / 2014 ↗

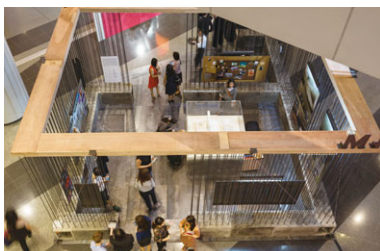
M+ was gifted with a donation of US\$1 million from a Hong Kong philanthropist towards the acquisition of *Asian Field* (2003), a monumental sculptural installation by British artist Antony Gormley.

M+獲香港一位慈善家慷慨捐贈100萬美元，用作購置英國藝術家Antony Gormley的傳奇雕塑作品《亞州土地》(2003)。

05 / 2014 ↗

M+ participated in Art Basel in Hong Kong from 15 to 18 May with a presentation on the museum's building design and growing collection.

M+參加於5月15至18日期間舉行的香港巴塞爾藝術展，展現博物館大樓的建築模型及M+增建中的館藏。



06
2014

Presented by the WKCDCA in collaboration with The Hong Kong Academy for Performing Arts (HKAPA), *New Works Forum: Challenging Perspectives on Physicalities and Bodies* took place on 7 June, where speakers from overseas shared their creative processes with reference to their respective productions.

由管理局與香港演藝學院合辦的「新作論壇：新體·身睇」於6月7日舉行。海外講者更以其製作項目為例，分享創作過程。



06 / 2014 ↗

The first symposium of the *M+ Matters 2014-15* series, *Postwar Abstraction in Japan, South Korea, and Taiwan* was held on 28 June to chart the development of modernist abstraction from an East Asian perspective.



2014-15年度的「M+思考」系列首場公眾論壇「戰後日本、南韓及台灣的抽象藝術」於6月28日舉行，論壇從東亞地區的角度，譜製戰後現代抽象藝術發展的路徑。

07
2014

On 7 July, the WKCDCA launched *DECADE*, an interactive online platform featuring a cinematic and musical narrative of Hong Kong over 10 decades.

管理局於7月7日推出「拾·年」互動網上平台，以樂曲及流動影像譜出香港10個10年的城市故事。

DECADE 拾·年
www.yourdecade.hk



CALENDAR OF EVENTS

大事紀要

07/2014 ↗

The WKCD, in association with HKAPA and Theatre du Pif, presented an *Intensive 6-day Voice Workshop with Richard Armstrong*, a world-renowned voice master from 7 to 12 July.

管理局與香港演藝學院及進劇場合作，於7月7至12日期間舉辦「聲樂大師班——Richard Armstrong」六天密集工作坊。

07/2014 ↗

M+ accepted the invitation of Hong Kong Arts Development Council to curate at the 56th International Art Exhibition of the Venice Biennale. The two announced on 15 July that local artist Tsang Kin-wah has been selected as Hong Kong's submission to participate in the Biennale.

M+應香港藝術發展局邀請，負責策劃第56屆威尼斯視藝雙年展。雙方於7月15日宣布選出本地藝術家曾建華作為香港參展代表。

07/2014 ↗

The WKCD unveiled a concept design for the Park on 22 July, conceived by a global team led by Dennis Lau & Ng Chun Man Architects & Engineers (Hong Kong) Ltd, with West 8 (the Netherlands) and ACLA (Hong Kong).

管理局於7月22日公布西九公園的概念設計，由劉榮廣伍振民建築師事務所(香港)有限公司帶領園境師West 8(荷蘭)及傲林國際(香港)組成的國際團隊精心打造。



07/2014 ↗

Take A Swing, Hong Kong's first outdoor event fusing live music and street dance, took place in the Yau Ma Tei Community Centre Rest Garden on 26 July.

香港首個結合現場音樂與街舞的戶外節目「自由擺」於7月26日在油麻地社區中心休憩花園舉行。

08
2014

Organised by the WKCD and supported by Pound Lane Concern Group, *New Works Forum: 'Social Acupuncture' in the Tai Ping Shan Area* was held from 18 to 22 August. In the five-day intensive workshop, Darren O'Donnell, Artistic Director of Mammalian Diving Reflex (Canada), and local artists engaged the local community in the Tai Ping Shan area and created community-based works.

管理局於8月18至22日舉辦「新作論壇：社會針灸@太平山區社群」，邀請了加拿大Mammalian Diving Reflex劇團藝術總監

Darren O'Donnell在為期五天的密集工作坊中，與本地藝術家一起探索太平山區，並進行社區為本的藝術創作。是次活動的社區合作夥伴為磅巷關注組。

09
2014

M+ Matters: Import/Export: Postwar Design and Industry in East Asia took place in Hong Kong on 12 September and in Shenzhen on 13 September, discussing mass-produced objects in the context of East Asia's post-World War II industrial and economic narrative.



「M+思考：戰後東亞的設計與工業」分別於9月12及13日在香港及深圳舉行，探討第二次世界大戰後東亞地區工業及經濟發展論述中，大量工業製品所擔當的角色。

09/2014 ↗

On 22 September, the WKCD Board announced the appointment of Duncan Pescod as Chief Operating Officer.

管理局董事局於9月22日宣布委任栢志高為營運總裁。

CALENDAR OF EVENTS

大事紀要

09 / 2014 ↗

The fourth episode of the *Xiqu Centre Seminar Series*, 'Do Cities Need Xiqu?' was held on 27 September, featuring a dialogue between Ms Mao Weitao and Dr Liza Wang, renowned Xiqu artists from Mainland China and Hong Kong.

「戲曲中心講座系列」第四講《城市需要戲曲嗎？》於9月27日舉行，由中國內地及香港的戲曲界翹楚茅威濤女士和汪明荃博士對談。



11 / 2014

The first sharing session on the *Overseas Training / Research Programme for Leaders from Local Arts Groups on Future Arts Development in Hong Kong* co-organised by the WKCD and Hong Kong Arts Development Council was held on 3 November. Two participants of the programme, Artistic Director of Jumbo Kids Theatre Even Lam and dance artist Daniel Yeung, shared about their visits to arts organisations overseas.

由管理局與香港藝術發展局合辦的「本地藝團領袖人才海外考察及培訓計劃」於11月3日舉辦首場分享會，當中兩位參加者——大細路劇團藝術總監林英傑及舞蹈家楊春江——分享他們於海外藝術機構考察所得的經驗。

10 / 2014

M+ Matters: Theorising Art Histories Globally took place on 18 October, exploring the notion of the 'global' and its relevance to creating a new 21st century museum in Hong Kong.



「M+思考：世界藝術史研究的理論思考」於10月18日舉行，探討「全球性」的意義，以及這概念將如何關係到M+這所香港嶄新的21世紀博物館的創建。

11 / 2014 ↗

M+ Matters: Global Museums' Collection and Display Strategies Today took place on 18 November, presenting the examples of three standard-setting museums of modern and contemporary art in the world, namely the Museum of Modern Art in New York; Tate Modern in London; and the Art Gallery of New South Wales in Sydney.

「M+思考：國際博物館之收藏與展示策略」於11月18日舉行，以紐約現代藝術博物館、倫敦泰特現代美術館及悉尼新南威爾士藝術博物館這三所堪稱典範的現當代藝術博物館為範例進行研討。



10 / 2014 ↗

The new two-year term of the WKCD Board appointed by the Chief Executive of the Hong Kong SAR Government started from 23 October 2014, with six new non-official members being appointed.

香港特別行政區行政長官委任新一屆管理局董事局成員，當中包括六位新的非公職成員，任期由2014年10月23日起，為期兩年。

11 / 2014 ↗

Freespace Fest returned for the third year over the weekend of 22 and 23 November at the West Kowloon Waterfront Promenade, and drew a record-breaking attendance of over 43,000 visitors.

戶外藝術節「自由野」於11月22日及23日的周末在西九海濱長廊第三度舉行，入場人次創紀錄新高，吸引超過43,000人進場。



CALENDAR OF EVENTS

大事紀要

12
2014

On 19 December, the WKCDA announced the appointment of Richard Tse as new Executive Director, Finance.

管理局於12月19日宣布委任謝建朋為財務行政總監。

01
2015

The finale of *M+ Matters* 2014-15 series, *M+Matters: Expanding the 1980s: The Landscape of Art in China and East Asia* took place on 13 January, examining the development of contemporary Chinese art in relation to its surrounding countries during the crucial transitional period of the 1980's.

2014-15年度「M+思考」系列壓軸論壇「擴展的八十年代：華人與東亞藝術版圖」於1月13日舉行，深入剖析華人當代藝術的發展進程，並聚焦對其周遭國家藝術發展有關鍵意義的八十年代。



01 / 2015

A time capsule ceremony that marked the countdown to the completion of the M+ building was held on 29 January, officiated by Mrs Carrie Lam, Chairman of the WKCDA Board.

標誌M+大樓進入落成倒數階段的时间囊放置儀式於1月29日舉行，由管理局董事局主席林鄭月娥女士主禮。

02
2015

US-based Chinese architect and scholar Ling Fan began his six-month term as the inaugural M+ / Design Trust Fellow starting from 3 February, conducting research on the topic 'Hong Kong as an Archetype: Revisiting Modernist Ideas of the City and its Urban Forms' at M+.

首屆「M+ / Design Trust研究資助計劃」得主、旅美華裔建築師兼學者范凌自2月3日起於M+展開為期六個月的研究工作，題目名為《香港作為原型——重讀中國城市的現代觀念及其形式》。

01 / 2015

The WKCDA Board announced the extension of tenure of existing members of the six Committees and one Subcommittee to 31 December 2015, with the appointment of 11 new co-opted members.

管理局董事局宣布延長轄下六個委員會及一個小組委員會之現任成員的任期至2015年12月31日，並委任11位新成員。

02 / 2015

The WKCDA announced on 10 February that Chief Executive Officer Michael Lynch had tendered his resignation to take early retirement, with effect from 3 August 2015.

管理局於2月10日宣布行政總裁連納智呈辭，提早退休，由2015年8月3日起生效。

CALENDAR OF EVENTS

大事紀要

02/2015

Rising Stars of Cantonese Opera ran from 21 February to 2 March at Ko Shan Theatre New Wing, where 12 young local artists brought to audience two full-length productions and numerous excerpts.

「西九戲曲中心粵劇新星展」於2月21日至3月2日在高山劇場新翼舉行，12位本地粵劇新星為觀眾呈獻兩齣長劇及多齣折子戲演出。



02/2015

M+'s first moving image project *Mobile M+: Moving Images* started with a thematic screening programme, presenting a series of films and videos by Hong Kong and international artists and filmmakers at Broadway Cinematheque from 27 February to 19 April.

M+首個流動影像項目「M+進行：流動的影像」以專題放映揭開序幕，由2月27日至4月19日於百老匯電影中心上映一系列來自香港及海外藝術家及導演的電影及影像作品。



03/2015

The fourth *M+ Public Forum: Where We Are Now and Where We Are Going* took place on 10 March, updating the public on the latest progress of the M+ project, the M+ Collection and its recent acquisitions.

「M+公眾論壇：當下與未來」於3月10日第四度舉行，向公眾匯報M+項目的最新進展、博物館藏品及館藏購置的最新消息。



03/2015

Apart from the thematic screening programme, the two-part exhibition of *Mobile M+: Moving Images* was launched at Midtown POP and Cattle Depot Artist Village on 13 and 15 March respectively, featuring moving image works by 24 Hong Kong and international artists, filmmakers and collectives.

「M+進行：流動的影像」展覽分別於3月13及15日在Midtown POP及牛棚藝術村展開，展出24位香港及國際藝術家、影像工作者及創作團體的流動影像作品。

03
2015

The WKCD announced the re-appointment of the Chairman and eight existing members, and the appointment of seven new members to its Consultation Panel till 29 February 2016.

管理局宣布再度委任諮詢會主席及八位現任成員，並委任七位新成員，任期至2016年2月29日。

03/2015

The WKCD briefed members of the 18 District Councils on the draft WKCD (Public Open Space) Bylaw and associated guidelines and received feedback in a town hall meeting on 9 March.

管理局於3月9日舉行簡介會，向18區區議會的議員介紹擬議的《西九文化區(公眾休憩用地)附例》及相關的指引，並聽取其意見。



FINANCIAL HIGHLIGHTS

財務摘要

| Financial results for the year ended 31 March 截至3月31日止年度之財務業績 | | 2015 HK\$ million 港幣百萬元 | 2014 HK\$ million 港幣百萬元 | Change 變動 |
|--|----------|--|--|----------------------------|
| Income | 收入 | 837 | 821 | +2% |
| Expenses | 支出 | (252) | (244) | +3% |
| Profit for the year | 年度利潤 | 585 | 577 | +1% |
| Financial position as at 31 March 於3月31日之財務狀況 | | 2015 HK\$ million 港幣百萬元 | 2014 HK\$ million 港幣百萬元 | Change 變動 |
| Property, plant and equipment | 物業、廠房及設備 | 1,129 | 481 | +135% |
| Museum collections | 博物館藏品 | 370 | 257 | +44% |
| Placements with the Exchange Fund | 外匯基金存款 | 15,133 | 14,540 | +4% |
| Cash and bank balances | 現金及銀行結餘 | 8,526 | 9,093 | -6% |
| Other assets | 其他資產 | 190 | 190 | - |
| Liabilities | 負債 | (297) | (95) | +214% |
| Net assets | 資產淨值 | 25,051 | 24,466 | +2% |

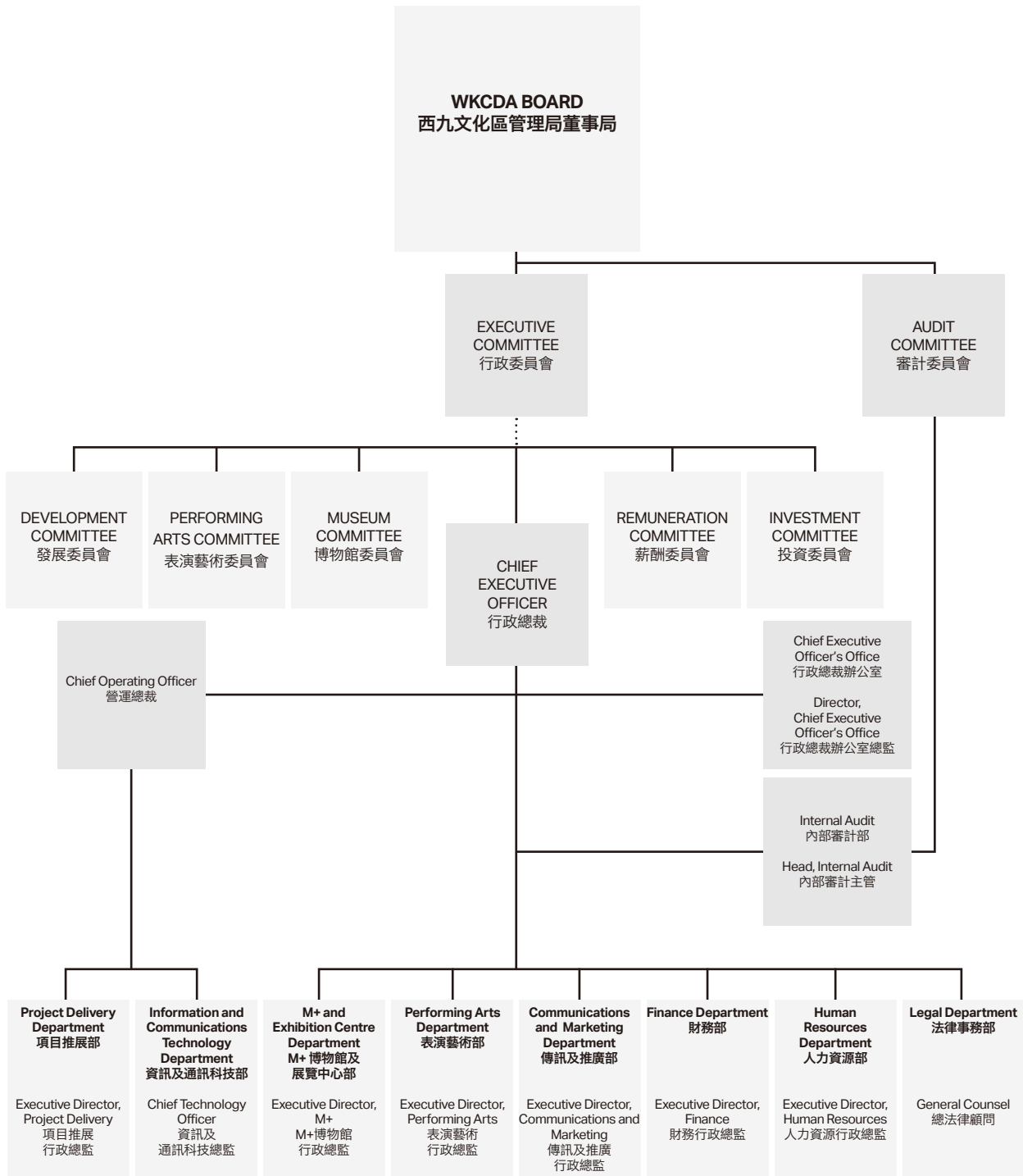
GOVERNANCE REPORT 管治報告

A. THE BOARD AND SENIOR MANAGEMENT

甲. 董事局及高級管理層

1) Structure of the WKCD

一) 管理局組織架構



GOVERNANCE REPORT
管治報告**II) Board Functions and Conduct of Business**

The Board, the governing and executive body of the WKCD, was established on 23 October 2008. Appointed by the Chief Executive in October 2014, the current Board is chaired by the Chief Secretary for Administration and consists of one Vice-Chairman, 13 non-official members, three public officer members and the Chief Executive Officer of the WKCD as an ex-officio member. The Board provides the needed knowledge, expertise and valuable advice to the WKCD in discharging its statutory duties and oversees the development process of WKCD.

The Board has adopted a set of Standing Orders and Code of Conduct to regulate its proceedings and ensure good corporate governance. Whilst the Standing Orders regulate matters related to Board proceedings and businesses, the Code of Conduct sets out the standard of conduct expected of all Board Members, which covers the arrangements with regard to acceptance of advantages and entertainment, management of conflict of interest, use of confidential or privileged information and public funds and misuse of capacity as a Board Member. Board Members are required to follow the requirements provided in the Code in exercising their duties.

Board and Committee members shall disclose any registrable interest as detailed in the Standing Orders on their first appointment and at the beginning of each calendar year after their appointment. They shall also declare interest on becoming aware of the existence of one not previously disclosed, or after the occurrence of any change to an interest previously disclosed. The register relating to disclosure of interest is made available for inspection by the public at the office of the WKCD. To further enhance transparency, the updated register is also uploaded to the WKCD website for public access.

The Board held eight meetings during the reporting year to deliberate the implementation and monitor the progress of the various construction projects including Xiqu Centre, M+, Lyric Theatre Complex, Artist Square Development Area, Park and Integrated Basement. It considered and advised on the establishment of M+ Limited and its governance structure and the WKCD (Public Open Space) Bylaw and associated guidelines for implementation. Its works also included the approval of major visual arts / performing arts programmes, the review of committee structure and appointment of committees and Consultation Panel members, endorsement of finance and investment strategies, the annual business plan / three-year corporate plan, human resources strategy as well as the appointment of key personnel.

Members of the public can watch the live webcast of the open sessions of the Board meetings on the WKCD website.

二) 董事局職能及運作

董事局是管理局的管治及執行組織，於2008年10月23日成立。現屆董事局於2014年10月由行政長官委任，政務司司長為董事局主席，成員包括一位副主席、13位非公職人員及三位公職人員，管理局行政總裁則為當然成員。董事局負責向管理局提供所需的專業知識及寶貴建議，協助管理局履行法定職責及監督西九的發展過程。

董事局以《會議常規》及《行為守則》來規範會議進行，並確保管理局有良好的機構管治。《會議常規》用以規範與董事局進行會議及會議事務相關的事宜，而《行為守則》列出所有董事局成員應有的行為標準，內容涵蓋接受利益及款待、處理利益衝突情況、使用機密或受保護資料及公帑，以及濫用職權。董事局成員必須根據《行為守則》訂明的規定執行職務。

董事局及委員會成員須於首次獲委任後及在委任後每一公曆年開始時，披露《會議常規》詳載的任何須登記的利益。如察覺到先前沒有披露的利益或先前已披露的利益有所改變後，董事局及委員會成員亦須重新申報利益。公眾可在管理局辦事處查閱申報利益登記冊。為進一步加強透明度，該登記冊亦已上載至西九網站，方便公眾查閱。

董事局於年內舉行了八次會議，詳細考慮戲曲中心、M+博物館、演藝綜合劇場、藝術廣場發展區、西九公園及綜合地庫等不同建築項目的推展方式，並監督其進展。董事局亦考慮並就M+有限公司的成立、其管治架構及《西九文化區(公眾休憩用地)附例》及相關指引的實施提供建議。董事局的工作還包括審批主要視覺藝術 / 表演藝術節目、檢討各委員會的架構、委任委員會及諮詢會成員、通過財務及投資策略、年度業務計劃 / 三年事務計劃、人力資源策略，以及聘任主要行政人員。

公眾可透過西九網站觀看董事局會議公開部分的網上直播。

GOVERNANCE REPORT
管治報告

The Board of the West Kowloon Cultural District Authority
西九文化區管理局董事局

Mr Wan Man-yee
溫文儀先生

Dr Kan Tai-keung
靳埭強博士

Dr Fredric Mao
毛俊輝博士

Mr Ma Fung-kwok
馬達國先生

Mr Paul Chan
陳茂波先生

Mr Tsang Tak-sing
曾德成先生

Mr Chris Ip
葉傲冬先生

Mr Andrew Lam
林筱魯先生

Mr Ronald Arculli
夏佳理先生
Vice-Chairman
of the Board
董事局副主席

Mrs Carrie Lam
林鄭月娥女士
Chairman
of the Board
董事局主席

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Prof K C Chan
陳家強教授

Mr Philip Tsai
蔡永忠先生

Mr Leo Kung
孔令成先生

Ms Cissy Pao
包陪麗女士

Dr Lo Wai-kwok
盧偉國博士

Dr Adrian Cheng
鄭志剛博士

Dr Allan Zeman
盛智文博士

Mr Victor Lo
羅仲榮先生

Mr Michael Lynch
連納智先生

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III) Biographies of Board Members

3) 董事局成員簡歷

CHAIRMAN 主席



The Honourable
Mrs Carrie LAM
CHENG Yuet-ngor, GBS, JP
林鄭月娥女士, GBS, JP
Chief Secretary for Administration
政務司司長

Mrs Carrie Lam joined the Administrative Service of the Hong Kong Government in August 1980, and rose to the rank of Administrative Officer Staff Grade A1 in September 2006. She became a Principal Official on 1 July 2007 when she was appointed Secretary for Development.

During the 27 years as an Administrative Officer, Mrs Lam has served in various bureaux and departments. She was Director of Social Welfare from August 2000 to October 2003, Permanent Secretary for Housing, Planning and Lands (Planning and Lands) from November 2003 to May 2004, and Director-General of the Hong Kong Economic and Trade Office in London from September 2004 to March 2006. She was Permanent Secretary for Home Affairs before assuming the post of Secretary for Development.

Mrs Lam was appointed Chief Secretary for Administration on 1 July 2012.

林鄭月娥女士在1980年8月加入香港政府政務職系，並在2006年9月晉升為首長級甲一級政務官。她於2007年7月1日獲委任為發展局局長，成為主要官員。

在任職政務主任的27年間，林鄭月娥曾在多個決策局和部門服務，包括由2000年8月至2003年10月出任社會福利署署長、由2003年11月至2004年5月出任房屋及規劃地政局常任秘書長（規劃及地政）、由2004年9月至2006年3月出任香港駐倫敦經濟貿易辦事處處長，而在出任發展局局長前，她任民政事務局常任秘書長。

林鄭月娥2012年7月1日獲委任為政務司司長。

VICE-CHAIRMAN 副主席

Mr Ronald Arculli is a Senior Partner of King & Wood Mallesons in Hong Kong, which is one of the largest international law firms in the world. He chairs the Board of FWD Group (the insurance arm of Pacific Century Group), Hong Kong Arts Festival Society Limited, the Honorary Advisory Committee of SVHK Foundation Limited, Common Purpose Charitable Foundation Limited, Hong Kong and Light Be Foundation Limited. He is also a Non-Executive Director of Asia Art Archive Limited and a Trustee, Vice-Chair of the Trustee and Director of IFRS Foundation.

Mr Arculli has a long and distinguished record of public service. He was a Non-Official Member (November 2005-June 2012) and later appointed as Convenor of the Non-Official Members (December 2011-June 2012) of the Executive Council of the HKSAR Government. He was a former member of the Legislative Council of Hong Kong (1988-2000). He was the former Chairman of Hong Kong Exchanges and Clearing Limited (2006-2012) and the Hong Kong Jockey Club (2002-2006). He was also the former Chairman (2010-2012) and Board Member (2008-2012) of the World Federation of Exchanges. He has served on many commissions and boards including the Board of the Hong Kong Jockey Club and the Board of Governors of the London Business School.

夏佳理先生是金杜律師事務所高級合夥人，該事務所是全球其中一家最具規模律師事務所。他現任盈科拓展集團旗下保險業務機構富衛集團主席、香港藝術節協會主席、香港社會創投慈善基金會有限公司顧問委員會主席、香港Common Purpose Charitable Foundation Limited主席及要有光慈善基金會有限公司主席。他並且出任亞洲藝術文獻有限公司董事及IFRS基金信託人、基金信託人副主席及董事。

夏先生歷年來擔任不少重要公職，包括香港特別行政區行政會議非官守議員（2005年11月至2012年6月）及非官守議員召集人（2011年12月至2012年6月）。他亦先後出任香港立法局及香港特區立法會議員（1988年至2000年）。他曾任香港交易所主席（2006年至2012年）及香港賽馬會主席（2002年至2006年）。他亦曾擔任國際證券交易所聯會主席（2010年至2012年）及董事（2008年至2012年）。他曾服務多個委員會以及出任多間機構的董事會成員，包括香港賽馬會及倫敦商學院。



The Honourable
Ronald ARCULLI,
GBM, GBS, JP
夏佳理先生, GBM, GBS, JP

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Dr Adrian CHENG Chi-kong
鄭志剛博士

Dr Adrian Cheng founded the K11 Art Foundation, the first non-profit and non-state-owned art foundation in China, in 2010 to incubate young contemporary Chinese artists and promote public art education. Dr Cheng also collaborates with global museums and art institutions to present the new generation of Chinese artists to the world.

Dr Cheng is a Board Director of the National Museum of China Foundation, Trustee of the Royal Academy of Arts, Visiting Committee Member of The Metropolitan Museum of Art, Member of TATE's Asia Pacific Acquisitions Committee and Member of the International Circle of Centre Pompidou. In 2013, he set up an annual Master of Arts degree full scholarship programme in collaboration with the Central Saint Martins College of Art and Design. He is among the ArtReview 2014 Power 100 list of the contemporary art world's most powerful figures.

Dr Cheng is the Executive Vice-chairman and Joint General Manager of New World Development Company Limited, an Executive Director of New World China Land Limited, New World Department Store China Limited, Chow Tai Fook Jewellery Group Limited and International Entertainment Corporation, and a Non-executive Director of Giordano International Limited and Modern Media Holdings Limited.

鄭志剛博士於2010年成立中國首個非牟利及非國有藝術機構K11藝術基金會，旨在培育新銳中國藝術家及推廣藝術教育。鄭博士亦與各地的博物館及藝術機構合作，向世界推廣新一代中國藝術家。

鄭博士現任中國國家博物館基金會理事、皇家藝術學院信託人、大都會藝術博物館訪問委員會委員、泰特美術館亞太收藏委員會委員及龐畢度中心國際收藏委員會委員。2013年，他與中央聖馬丁藝術與設計學院合作，成立年度藝術碩士全額獎學金計劃。此外，鄭博士獲選為《ArtReview》雜誌2014年度當代藝術界「最具影響力100人」之一。

鄭博士現為新世界發展有限公司執行副主席兼聯席總經理；新世界中國地產有限公司、新世界百貨中國有限公司、周大福珠寶集團有限公司及國際娛樂有限公司執行董事；以及佐丹奴國際有限公司及現代傳播控股有限公司的非執行董事。

Mr Chris Ip is a Member of Yau Tsim Mong District Council (YTMD). He serves as Chairman of the Traffic and Transport Committee of the YTMD, as well as Chairman of the Arts and Culture Coordinating Committee of the YTMD. He is also a Member of the Liquor Licensing Board, the Hospital Governing Committee of Queen Elizabeth Hospital, the Ethics Committee of Hong Kong East Cluster and the Yau Tsim Mong District Fight Crime Committee.

葉傲冬先生為油尖旺區議員，並擔任區議會轄下交通運輸委員會、文化藝術活動統籌委員會主席。他現為酒牌局、伊利沙伯醫院管治委員會、港島東醫院聯網倫理委員會以及油尖旺撲滅罪行委員會的成員。



Mr Chris IP Ngo-tung
葉傲冬先生

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Dr KAN Tai-keung, SBS
靳埭強博士, SBS

Dr Kan Tai-keung studied art and design and started his design career in 1967. He played an important role in the New Ink Movement in the 1970s. Dr Kan has won numerous prestigious awards around the world. He was elected as one of the Hong Kong Ten Outstanding Young Persons in 1979. Other important awards include Award of Urban Council Fine Art (1981), Gold Awards, International Art Competition, Los Angeles (1984), the First Prize at the 1st International Computer Art Biennale in Rzeszów, Poland (1995) and the Outstanding Artists and Designers of the 20th Century in the UK (2000). In 2005, he was conferred an Honorary Doctor of Design by The Hong Kong Polytechnic University. His works have received critical acclaim, and are frequently exhibited around the world and collected by prominent museums. He was the Dean of the Cheung Kong Art and Design School of Shantou University (2003-2011), and is now a member of the Alliance Graphique Internationale, an advisor of the Leisure and Cultural Services Department, and an Honorary Advisor of Hong Kong Museum of Art.

靳埭強博士研習藝術與設計，於1967年展開設計事業，是1970年代新水墨運動的活躍分子。靳博士獲獎無數，於1979年獲選香港十大傑出青年，其他重要獎項包括市政局藝術獎(1981)、美國洛杉磯國際藝術創作展金獎(1984)、波蘭第一屆國際電腦藝術雙年展冠軍(1995)，並獲英國選為20世紀傑出藝術家及設計師(2000)。他於2005年獲香港理工大學頒授榮譽設計學博士。靳博士的藝術作品備受讚譽，經常於世界各地展出，並獲主要藝術館收藏。靳博士曾出任汕頭大學長江藝術與設計學院院長(2003-2011)，現為國際平面設計聯盟會員、康樂及文化事務署藝術顧問及香港藝術館榮譽顧問。

Mr Leo Kung is a professional in banking and financial services. Currently, Mr Kung is Chairman of the Board of the Ocean Park Corporation. He is also Convener of the Trustees of the Helping Hand Charitable Trust and Director of the Board.

孔令成先生是銀行及金融服務業專才。他現為海洋公園董事局主席，亦是伸手助人協會慈善信託基金召集人及董事局董事。



Mr Leo KUNG Lin-cheng, BBS, JP
孔令成先生, BBS, JP



Mr Andrew LAM Siu-lo, JP
林筱魯先生, JP

Mr Andrew Lam is an experienced urban design planner. During his tenure as an Executive Director of the Urban Renewal Authority, Mr Lam pioneered the concept of public engagement in urban planning and design. Mr Lam has served on the Committee on Museums and the Advisory Committee on the Revitalization of Historic Buildings, and is now Chairman of the Antiquities Advisory Board.

林筱魯先生是資深城市規劃師。他在任職市區重建局執行董事期間，倡議讓市民參與城市規劃及設計項目。他曾任博物館委員會及活化歷史建築諮詢委員會委員，現為古物諮詢委員會主席。

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Mr Victor LO Chung-wing,
GBS, JP
羅仲榮先生, GBS, JP

Mr Victor Lo was a member of the Consultative Committee on the Core Arts and Cultural Facilities of WKCD and Convenor of the Museums Advisory Group. He is Chairman and Chief Executive of the Hong Kong-listed Gold Peak Industries (Holdings) Ltd. He currently serves as Chairman of the Board of the Hong Kong Design Centre, Chairman of CreateSmart Initiative Vetting Committee as well as a Board Member of PMQ Management Company Ltd. In addition, he is Chairman of the Board of The Hotel ICON Limited, which is the teaching and research hotel under The Hong Kong Polytechnic University. He is also a non-official member of the Economic Development Commission and Convenor of its Working Group on Manufacturing Industries, Innovative Technology, and Cultural and Creative Industries. He has also been appointed a non-official member of the Advisory Committee on Innovation and Technology. Mr Lo's interest spans a wide variety of visual arts forms, and he has been dedicated to the development of design and innovation.

羅仲榮先生曾擔任西九龍文娛藝術區核心文化藝術設施諮詢委員會成員及其轄下博物館小組的召集人。羅先生是香港上市公司金山工業(集團)有限公司主席兼總裁，並為香港設計中心董事會主席、創意智優計劃審核委員會主席及元創坊管理有限公司之董事。同時，他是香港理工大學教學酒店唯港薈有限公司(Hotel ICON)之董事會主席。亦為經濟發展委員會非官方委員及其轄下製造、高新科技及文化創意產業工作小組召集人，並獲委任為創新及科技諮詢委員會非官方委員。羅先生對不同形式的視覺藝術有廣泛興趣，並致力推動設計與創新。

Dr Lo Wai-kwok is a Legislative Councilor, representing the Engineering Functional Constituency. Dr Lo is very active in the community and has served many government organisations, professional bodies and trade associations. He was President of the Hong Kong Institution of Engineers in 2007/08 and was a Sha Tin District Councilor for many years. He is currently Chairman of the Hong Kong Quality Assurance Agency, a member of the Housing Authority, the Board of Hong Kong Science and Technology Parks Corporation, the Hong Kong Council for Testing and Certification, and the Board of the Hospital Authority. He is Vice Chairman of the Business and Professionals Alliance for Hong Kong, Chairman of the Hong Kong Green Strategy Alliance, and President of the Hong Kong Professionals and Senior Executives Association.

盧偉國議員為現任立法會議員(工程界功能界別)。盧議員熱心服務社會，曾參與多個政府諮詢委員會、工商科技組織及專業機構的工作。他曾任香港工程師學會2007/08年度會長，並出任沙田區議會議員多年。他現任香港品質保證局董事局主席、香港房屋委員會委員、香港科技園公司董事局成員、香港檢測和認證局成員及醫院管理局大會成員等公職。盧議員同時是香港經濟民生聯盟副主席、香港綠色策略聯盟主席，以及香港專業及資深行政人員協會會長。



Ir Dr The Honourable
LO Wai-kwok,
SBS, MH, JP
盧偉國議員, SBS, MH, JP



The Honourable
MA Fung-kwok, SBS, JP
馬達國議員, SBS, JP

Mr Ma Fung-kwok is a Legislative Councilor, representing the Sports, Performing Arts, Culture and Publication Functional Constituency, Chairman of the Hong Kong Film Development Council, and the former Chairman of the Hong Kong Arts Development Council. He has deep knowledge of the operation of local and overseas performing arts groups as well as different modes of governance of performing arts venues. He was a member of the Consultative Committee on the Core Arts and Cultural Facilities of WKCD, and Deputy Chairman of the Council of HKAPA.

馬達國議員為現任立法會議員(體育、演藝、文化及出版功能界別)及香港電影發展局主席，也是香港藝術發展局前主席。馬議員對本地及海外表演藝術團體的營運方式以及表演藝術場地的不同管治模式了解深厚。他曾擔任西九龍文娛藝術區核心文化藝術設施諮詢委員會成員，以及香港演藝學院校董會副主席。

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Dr Frederic MAO Chun-fai, BBS
毛俊輝博士, BBS

Dr Frederic Mao launched his acting and directing career with professional theatre companies in the United States. He is one of Hong Kong's most esteemed theatre masters, and was a member of the Consultative Committee on the Core Arts and Cultural Facilities of WKCD.

Dr Mao joined the School of Drama of HKAPA as Head of Acting when the Academy opened in 1985. He was Artistic Director of the Hong Kong Repertory Theatre from 2001 to 2008 and was bestowed the honour of Director Laureate upon his departure. He has received numerous awards, including five Best Director awards at the Hong Kong Drama Awards and Artist of the Year 1999 (Stage Director) from the Hong Kong Artists' Guild. He was awarded an Honorary Fellowship by HKAPA in 2005, an Honorary University Fellowship by Hong Kong Baptist University in 2007, and an Honorary Doctorate by HKAPA in 2014. Dr Mao currently serves as Convener of the Hong Kong-Taiwan Cultural Co-operation Committee, which presents *Hong Kong Week* in Taipei every year since 2012. Dr Mao has also been involved in the Xiqu Centre development, and was the Programme Curator for West Kowloon Bamboo Theatre 2014. In September 2014, Dr Mao took up the post of the Chair of School of Chinese Opera at HKAPA.

毛俊輝博士早年於美國從事專業舞台演與導工作，為最受尊崇的本地戲劇家之一，曾擔任西九龍文娛藝術區核心文化藝術設施諮詢委員會成員。毛博士於1985年香港演藝學院成立之始便出任戲劇學院表演系主任，並於2001至2008年期間擔任香港話劇團藝術總監，卸任後獲贈「桂冠導演」名銜。他曾獲多個舞台獎項，包括五度榮獲香港舞台劇獎「最佳導演」獎，以及香港藝術家聯盟頒發的「藝術家年獎1999」（舞台導演）。他於2005年及2007年分別獲香港演藝學院與香港浸會大學頒授榮譽院士及榮譽大學院士，並於2014年再獲香港演藝學院頒授榮譽博士。毛博士現為港台文化合作委員會召集人，該委員會自2012年起每年在台北舉辦「香港週」活動。毛博士亦參與西九戲曲中心的發展工作，並於2014年擔任「西九大戲棚」的藝術策劃。2014年9月毛博士應香港演藝學院的邀請，出任其新成立的戲曲學院院長一職。

Ms Cissy Pao is President of Cornes World Company Limited and Director of its associate companies. With a vision of integrating business and the arts, Ms Pao founded the Ferguson Lane in Shanghai, blending architecture, art and design, and dining outlets. She is also the Honorary President of Hong Kong-Shanghai Economic Development Association Ltd.

Graduated from the Washington University with a BA in art history and the Cleveland Institute of Art with a MFA degree in painting / sculpture, Ms Pao had been a painter and sculptor for years, and participated in numerous group and solo exhibitions. She went into business upon returning to Hong Kong in 1971, and has engaged in supporting local arts development. Ms Pao was a Council Member of the Hong Kong Arts Development Council in 1996-97, Chairman of Hong Kong Ballet from 1995 to 2007 and Chairman of Hong Kong Arts Centre from 2006 to 2012. In 2005, she founded Public Art Hong Kong where she serves as Chairman. She is now the Honorary President of Hong Kong Arts Centre and the Chairman Emeritus of Hong Kong Ballet. Ms Pao was conferred the Hong Kong Dance Award by the Hong Kong Dance Alliance in 2004 and the Montblanc de la Culture Arts Patronage Award in 2012 for her contributions to the arts in Hong Kong.

包陪麗女士是康世國際投資有限公司總裁及其聯營公司的董事。包女士致力結合商業及藝術，於上海創建武康庭，一個融匯建築、藝術與設計，以及餐飲店舖的時尚生活小區。她亦是滬港經濟發展協會的名譽會長。

包女士先後於華盛頓大學及克里夫蘭藝術學院修讀藝術歷史及繪畫 / 雕塑，從事繪畫 / 雕塑創作多年，曾參與多項聯展及舉辦多次個展。1971年回港後專注商業發展，並致力支持本地藝術發展。她曾於1996-97年擔任香港藝術發展局委員，1995至2007年期間出任香港芭蕾舞團董事局主席；並於2006至2012年間擔任香港藝術中心主席。包女士於2005年創立非牟利機構香港公共藝術，並擔任其董事會主席至今。她現時為香港藝術中心名譽主席及香港芭蕾舞團名譽主席。包女士於2004年獲香港舞蹈聯盟頒授香港舞蹈年獎，並於2012年獲頒萬寶龍國際藝術贊助人獎，以表彰她對香港藝術的貢獻。



Ms Cissy PAO Pui-lai, BBS
包陪麗女士, BBS

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Mr Philip TSAI Wing-chung, JP
蔡永忠先生, JP

Mr Philip Tsai is Vice Chairman of Deloitte China. He is a past President of the Hong Kong Institute of Certified Public Accountants, a Non-Executive Director of the Mandatory Provident Fund Schemes Authority, a Member of the Exchange Fund Advisory Committee, a Director of the Urban Renewal Fund Limited, a Director of Hong Kong Academy for Gifted Education, a Member of the Vetting Committee of the Professional Services Development Assistance Scheme, a Member of the Women's Commission, an Advisor of the Ombudsman, Hong Kong, a Member of the Registration Committee of the Chinese Gold and Silver Exchange, a Member of the 3RS Committee of the Hong Kong Airport Authority and a Member of the Share Registrars' Disciplinary Committee of the Securities and Futures Commission.

Mr Tsai is Chairman of the Hospital Governing Committee of the Hong Kong Red Cross Blood Transfusion Services, Chairman of the Governing Sub-committee of the Hong Kong Bone Marrow Donor Registry, a Director and Member of the Council of the Hong Kong Red Cross and a Member of the Dress Special Day Organising Committee of the Community Chest.

蔡永忠先生為德勤中國副主席。蔡先生為前香港會計師公會會長、強制性公積金計劃管理局非執行董事、外匯基金諮詢委員會成員、市區更新基金有限公司董事、香港資優教育學院董事、專業服務發展資助計劃評審委員會成員、婦女事務委員會成員、申訴專員顧問、香港金銀業貿易場註冊委員會成員、香港機場管理局三跑道系統委員會成員，以及證券及期貨事務監察委員會股份登記機構紀律委員會委員。

蔡先生現任香港紅十字會輸血服務中心醫院管治委員會主席、香港骨髓捐贈者資料庫管治分會主席、香港紅十字會董事兼理事會成員及香港公益金公益服飾日籌劃委員會成員。

Mr Wan Man-ye is a self-employed general practice surveyor with over 40 years of professional experience in project planning, management and construction of large-scale developments, and land administration. His current roles in public and community services include a Member of the Hong Kong Housing Authority, a School Manager of the Chi Lin Buddhist Secondary School, a School Manager of HKICC Lee Shau Kee School of Creativity, an Honorary President of Youth Outreach, and Vice President of the Hong Kong Federation of Youth Groups.

溫文儀先生為自僱產業測量師，擁有逾40年的專業測量師經驗，其專業業務範疇涵蓋項目規劃、大型工程管理及建築，以及土地行政工作。溫先生現時的公共及社區服務包括出任香港房屋委員會委員、佛教志蓮中學校董、香港兆基創意書院校董、協青社榮譽會長，以及香港青年協會副會長。



Mr WAN Man-ye, BBS, JP
溫文儀先生, BBS, JP

MEMBERS (NON-PUBLIC OFFICERS) 成員(非公職人員)



**Dr the Honourable
Allan ZEMAN,
GBM, GBS, JP
盛智文博士, GBM, GBS, JP**

Dr Allan Zeman is Chairman of Lan Kwai Fong Group. He is also an independent Non-Executive Director of Pacific Century Premium Developments Ltd, Sino Land Company Limited, Tsim Sha Tsui Properties Limited, Global Brands Group Holding Limited, Television Broadcasts Limited and a Board Member of the Star Ferry Company Limited. Besides all the Board appointments in Hong Kong, Dr Zeman is an independent Non-Executive Director and Vice Chairman of Wynn Macau, Limited. He was formerly an independent Non-Executive Director of The Link Management Limited and a Non-Executive Director of Wynn Resorts, Limited.

Having lived in Hong Kong for over 40 years, Dr Zeman has been very involved in Government services as well as community activities. He was Chairman of Hong Kong Ocean Park from July 2003 to June 2014. He is the appointed member of the Economic Development Commission of Hong Kong, a Representative of Hong Kong, China to the Asia-Pacific Economic Cooperation Business Advisory Council, a Member of the General Committee of the Hong Kong General Chamber of Commerce, the Board of Governors of the Canadian Chamber of Commerce in Hong Kong and a Member of the Asian Advisory Board of the Richard Ivey School of Business, The University of Western Ontario.

Dr Zeman is a holder of Honorary Doctorate of Laws Degree from the University of Western Ontario, Canada. He is also a holder of Honorary Doctorate of Business Administration from City University of Hong Kong as well as Hong Kong University of Science and Technology.

盛智文博士是蘭桂坊集團主席。盛博士是盈科大衍地產發展有限公司、信和置業有限公司、尖沙咀置業集團有限公司、利標品牌有限公司、電視廣播有限公司的獨立非執行董事，以及天星小輪有限公司董事局成員。盛博士除了於香港擔任董事職務外，他亦是澳門博彩公司永利澳門有限公司的獨立非執行董事兼副主席。他曾為領匯管理有限公司之獨立非執行董事及Wynn Resorts, Limited之非執行董事。

盛博士於香港生活超過40年，身兼多項政府公職，同時亦一直熱心參與社會事務。他曾於2003年7月至2014年6月期間擔任海洋公園主席。現時為香港經濟發展委員會委員、亞太區經濟合作組織商貿諮詢理事會的中國香港代表、香港總商會理事會成員、香港加拿大商會理事會成員，以及西安大略大學毅偉商學院亞洲顧問委員會成員。盛博士持有加拿大西安大略大學榮譽法律博士學位、以及香港城市大學及香港科技大學榮譽工商管理博士學位。

GOVERNANCE REPORT
管治報告**MEMBERS (PUBLIC OFFICERS) 成員(公職人員)**

The Honourable
TSANG Tak-sing, GBS, JP
曾德成先生, GBS, JP
Secretary for Home Affairs
民政事務局局长

Mr Tsang Tak-sing was appointed as the Secretary for Home Affairs in July 2007. He had worked in the journalistic field for nearly 30 years before he joined the Government as a member of the Central Policy Unit.

曾德成先生於2007年7月獲委任為民政事務局局长。他曾是政府中央政策組成員。在政府任職之前，曾先生在新聞界工作將近30年之久。

Mr Paul Chan was appointed the Secretary for Development in July 2012.

Mr Chan is a Certified Public Accountant. He is a former President of the Hong Kong Institute of Certified Public Accountants and a former Chairman of The Association of Chartered Certified Accountants, Hong Kong.

Before joining the Government, Mr Chan held a number of public service positions including Member of the Legislative Council; Chairman of the Legal Aid Services Council; Board Member of the WKCD; non-official member of the Strategic Development Commission; Council Member of the Chinese University of Hong Kong and member of the Citizens Advisory Committee on Community Relations of the Independent Commission Against Corruption.

陳茂波先生於2012年7月獲委任為發展局局长。

陳先生是執業會計師。他是香港會計師公會前任會長和英國特許公認會計師公會香港分會前任主席。

在加入政府前，陳先生曾擔任多項公職，包括立法會議員、法律援助服務局主席、西九文化區管理局董事局成員、策略發展委員會非官方委員、香港中文大學校董會成員和廉政公署社區關係市民諮詢委員會委員。



The Honourable
Paul CHAN Mo-po, MH, JP
陳茂波先生, MH, JP
Secretary for Development
發展局局长



Professor the Honourable
K C CHAN, GBS, JP
陳家強教授, GBS, JP
Secretary for Financial Services
and the Treasury
財經事務及庫務局局长

Prof K C Chan was appointed the Secretary for Financial Services and the Treasury in July 2007. Before joining the Government, he was Dean of Business and Management of the Hong Kong University of Science and Technology. Prof Chan has also served on the Consumer Council, the Hong Kong Futures Exchange, the Commission on Strategic Development, the Commission on Poverty and the Hong Kong Council for Academic Accreditation.

陳家強教授於2007年7月出任財經事務及庫務局局长。在政府任職之前，他曾擔任香港科技大學工商管理學院院長。陳教授亦曾於消費者委員會、香港期貨交易所、策略發展委員會、扶貧委員會及香港學術評審局擔任公職。

GOVERNANCE REPORT
管治報告

IV) Biographies of Senior Management

四) 高級管理人員簡歷



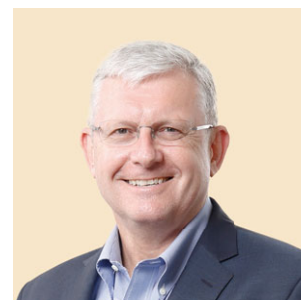
Mr Michael LYNCH CBE AM
連納智先生 CBE AM
Chief Executive Officer
行政總裁

Mr Lynch joined the WKCD in July 2011. He had a long and distinguished career in arts administration, serving as Chief Executive of the Sydney Opera House from 1998 to 2002 and then led the rejuvenation of London's Southbank Centre where he was Chief Executive from 2002 to 2009. He was a director of the Australian Broadcasting Corporation and a member of the Board of Film Victoria and the Myer Foundation while in Australia from 2009 to 2011. Mr Lynch was awarded an Order of Australia (AM) in the Queen's Birthday Honours List of 2001 for services to arts administration and as an advocate for Australian cultural life. In 2008, he was made a Commander of the British Empire (CBE) in the Birthday Honours for his services to the arts.

連先生於2011年7月加入管理局。他一直致力於藝術行政的工作，於1998至2002年出任悉尼歌劇院的行政總裁，於2002至2009年則擔任倫敦南岸中心的行政總裁，領導機構改革。他於2009至2011年在澳洲獲委任為澳洲廣播公司(Australian Broadcasting Corporation)董事，以及Board of Film Victoria和Myer Foundation的委員。連先生於2001年女皇壽辰授勳中獲頒授員佐勳章(Order of Australia) (AM)，以表揚他對藝術行政的貢獻及積極宣揚澳洲的文化生活。2008年，他在女皇壽辰授勳中獲頒授司令勳章(CBE)，表揚他在藝術作出的貢獻。

Mr Pescod joined the WKCD in October 2014. He has over 32 years of service with the Hong Kong Government in which he has served in various bureaux and departments, including the former Home Affairs Branch, the former Security Branch, the Lands Department, the former Urban Services Department, the former City and New Territories Administration, the former Civil Service Branch, the Tourism Commission, and the Efficiency Unit. He was Special Representative for Hong Kong Economic and Trade Affairs to the European Communities from 2006 to 2008, Permanent Secretary for Commerce and Economic Development (Communications and Technology) from 2008 to 2010, and Permanent Secretary for Transport and Housing (Housing) and Director of Housing from 2010 to 2014.

栢先生於2014年10月加入管理局。他擁有逾32年服務香港政府的經驗，曾在多個決策局及部門服務，包括前民政科、前保安科、地政總署、前市政總署、前政務總署、前公務員事務科、旅遊事務署及效率促進組。他於2006年至2008年出任香港駐布魯塞爾歐洲共同體特派代表；於2008年至2010年出任商務及經濟發展局常任秘書長(通訊及科技)，以及於2010年至2014年出任運輸及房屋局常任秘書長(房屋)兼房屋署署長。



Mr Duncan PESCOD, GBS, JP
栢志高先生, GBS, JP
Chief Operating Officer
營運總裁



Ms Bonny WONG
黃寶兒女士
Director,
Chief Executive Officer's Office
行政總裁辦公室總監

Ms Wong joined the WKCD in August 2010. She was formerly the Head of Charities at the Hong Kong Jockey Club, where she was instrumental in conceptualising and initiating various major cultural, social and educational projects during her term of office. Ms Wong's first degree was Bachelor of Arts, majoring in music. She qualified as a solicitor in the UK and has practised law both in the UK and Hong Kong. She also pursued post-graduate studies in Psychology and a research degree in Social Work.

黃女士於2010年8月加入管理局。她在加入管理局前在香港賽馬會擔任慈善事務部主管一職，在任內推動及籌劃多項主要文化、社區及教育項目。黃女士除擁有文學士學位(主修音樂)之外，還在英國取得律師資格，曾在英國及香港從事法律工作。此外她亦在研究院修讀心理學及取得社會工作學的研究學位。

GOVERNANCE REPORT
管治報告

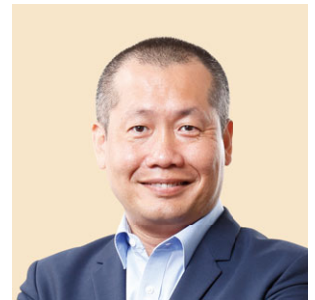
Dr Lars NITTVÉ
李立偉博士
Executive Director, M+
M+行政總監

Dr Nittve joined the WKCD in January 2011. He was formerly a director of the Moderna Museet from 2001 to 2010 and the first director of Tate Modern in 1998. Dr Nittve has close to 40 years of international experience as a director, curator and educator of the arts, serving at the University of Stockholm, the Rooseum – Center for Contemporary Art in Malmö, Sweden, and the Louisiana Museum of Modern Art in Humlebaek, Denmark. Dr Nittve was awarded an honorary PhD at Umeå University in Sweden and he was named professor at the same university in 2010.

李博士於2011年1月加入管理局。2001年至2010年期間，李博士出任斯德哥爾摩當代美術館總監，並在1998年出任倫敦泰特現代美術館的首任館長。李博士擁有近40年作為總監、策展人和藝術教育家的經驗，曾在斯德哥爾摩大學、瑞典馬爾默Rooseum當代藝術中心以及丹麥路易斯安那現代美術館擔任要職。李博士獲瑞典的Umeå University頒發榮譽博士學位，並於2010年成為該大學的教授。

Mr Yu joined the WKCD in June 2010. He was formerly the Chief Executive of the Hong Kong Arts Development Council. He had also worked with the Hong Kong Arts Centre for 13 years and worked as the Executive Director of the Hong Kong Arts Centre from 2000 to 2007. With over 27 years of experience in arts administration and management, Mr Yu was an Advisor of the Drama School of HKAPA, a Member of the Venue Partnership Committee of the Leisure and Cultural Services Department as well as a Member of the Performing Arts and Tourism Advisory Group of the Consultative Committee on the Core Arts and Cultural Facilities of WKCD.

茹先生於2010年6月加入管理局。他在此之前為香港藝術發展局行政總裁，曾在香港藝術中心任職13年，並於2000至2007年間出任香港藝術中心總幹事。茹先生擁有逾27年藝術行政管理經驗，亦曾擔任香港演藝學院戲劇學院顧問、康樂及文化事務署場地伙伴計劃委員會委員，以及西九龍文娛藝術區核心文化藝術設施諮詢委員會表演藝術與旅遊小組成員。



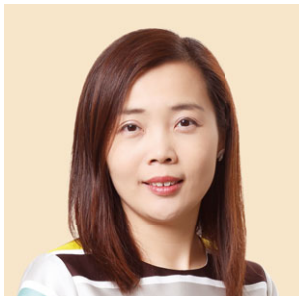
Mr Louis YU Kwok-lit
茹國烈先生
Executive Director,
Performing Arts
表演藝術行政總監



Dr CHAN Man-wai
陳文偉博士
Executive Director,
Project Delivery
項目推展行政總監

Dr Chan joined the WKCD in May 2010. He was formerly the Vice President (Projects and Facilities) of the Hong Kong Science and Technology Parks Corporation. He has over 30 years of experience overseeing the planning, construction, and management of large-scale development projects, both local and overseas.

陳博士於2010年5月加入管理局，他在加入管理局前為香港科技園公司的項目設施副總裁。陳博士擁有超過30年監督本港及海外大型發展項目的規劃、建造和管理的經驗。

GOVERNANCE REPORT
管治報告

Ms Eva KWONG
鄭配嫻女士
Executive Director,
Human Resources
人力資源行政總監

Ms Kwong joined the WKCD in June 2010. She was formerly the Human Resources Manager for the CLP Power Hong Kong Limited, where she was in charge of the overall operations of the human resources department and change management for the company's Generation Business Group. She has over 20 years of management experience in public utilities and multi-national companies such as United Airlines, Kowloon-Canton Railway Corporation and Merck Sharp & Dohme (China) Limited.

鄭女士於2010年6月加入管理局。她在加入管理局前曾任中華電力有限公司發電業務的人力資源經理，負責人力資源部的整體運作及業務持續改進項目的管理。鄭女士擁有超過20年在公共事業及跨國公司的管理經驗，曾效力美國聯合航空公司、九廣鐵路公司以及默沙東(中國)有限公司。

Mr Tse joined the WKCD in December 2014. He has extensive experience in finance and accounting, operation management, business development and corporate governance areas. He formerly served as Vice President, Finance and Corporate Services of the Hong Kong Science and Technology Parks Corporation. Mr Tse previously held various senior finance and management positions within Jardine Matheson Group from 1990 to 2007 and started his professional career at Ernst & Young's Hong Kong and Sydney offices. He is a fellow member and a Council member of Hong Kong Institute of Certified Public Accountants, and is both a Chartered Accountant (Australia) and a Chartered Secretary.

謝先生於2014年12月加入管理局。他在財務及會計、營運管理、業務發展和企業管治方面，擁有豐富經驗。他曾任香港科技園公司的財務及企業服務副總裁。謝先生於1990至2007年在怡和集團出任財務及管理高層，亦於安永會計師事務所香港及悉尼的辦事處展開其會計師專業。他是香港會計師公會資深會員及理事會理事，同時為特許會計師(澳洲)及特許秘書。



Mr Richard TSE Kin-pang
謝建朋先生
Executive Director, Finance
財務行政總監



Mr Michael RANDALL
駱基道先生
General Counsel
總法律顧問

Mr Randall joined the WKCD in April 2010. He was formerly a senior legal adviser with the Hong Kong Government from where he was seconded to the Provisional Airport Authority and the New Airport Project Co-ordination Office. He was then the Senior Legal Adviser (Projects) for the KCRC and the Principal Legal Adviser (Projects and International Business) for the MTR Corporation.

駱先生於2010年4月加入管理局。他曾在政府擔任高級法律顧問，期間借調臨時機場管理局及前新機場工程統籌處。其後駱先生出任九廣鐵路公司高級法律顧問，及港鐵公司項目及國際業務首席法律顧問。

GOVERNANCE REPORT
管治報告**Ms Emily CHAN**

陳鳳英女士

Chief Technology Officer

資訊及通訊科技總監

Ms Chan joined the WKCD in March 2014. She was formerly the Director of Business Technology at the Hong Kong Disneyland where she led a motivated and business-oriented IT team that creates business value by leveraging technology as well as delivering optimal efficiencies and services. She has more than 30 years of experience in IT, and her experience includes more than 20 years of progressively larger leadership roles in Fortune 500 companies.

陳女士於2014年3月加入管理局。她曾任香港迪士尼樂園商業科技部總監，任內帶領資訊科技團隊積極提高資訊技術和優化服務質素，為企業創造商業價值。陳女士在資訊科技領域擁有超過30年經驗，曾於全球500強企業中從事超過20年的管理工作。

Mr Jayasekera joined the WKCD in January 2013. He was formerly Director of Communications and Digital Strategy at London's Sadler's Wells Theatre where he managed the marketing, press, publications, ticket office and digital teams across the venue's three theatres. Prior to this he worked for the theatre and entertainment advertising agencies Dewynters, McCabes and M&H Communications for a wide variety of clients including the Royal Opera House, National Theatre and Barbican and on numerous West End musicals and plays. In the digital arena in 2012 he worked on the creation of the Space, a new BBC / Arts Council digital broadcast platform, building on his extensive digital experience which began in 2001 when he worked for onlineclassics.com, one of the world's first websites offering full-length streamed arts content. He has also served on the boards of East London Dance, Dance East and the Gate Theatre in the UK and is a regular international speaker on Arts Marketing, Branding and Digital.

賈先生於2013年1月加入管理局。他在此之前擔任倫敦Sadler's Wells Theatre的傳訊及資訊科技策略總監，負責管理場地轄下三個劇院的市場推廣、傳訊、出版、票務及數碼科技團隊。他曾於Dewynters、McCabes及M&H Communications等多間推廣劇場及娛樂節目的廣告公司工作，期間與皇家歌劇院、英國國家劇院及Barbican等藝術機構合作，並參與推廣多齣倫敦西區音樂劇和戲劇。他在數碼推廣方面有豐富經驗，2001年在onlineclassics.com工作，該網站為全球最先提供網上串流藝術內容的平台之一，其後於2012年參與創立英國廣播公司(BBC) / 藝術委員會嶄新的數碼廣播平台The Space。他曾擔任英國East London Dance、Dance East及The Gate Theatre的董事，並常於世界各地就藝術推廣、品牌及數碼推廣等議題發表演講。

**Mr Kingsley JAYASEKERA**

賈景龍先生

Director, Communications
and Marketing
傳訊及推廣總監

GOVERNANCE REPORT
管治報告Staff of the West Kowloon Cultural District Authority
西九文化區管理局全體員工

GOVERNANCE REPORT
管治報告



GOVERNANCE REPORT
管治報告**B. COMMITTEES AND CONSULTATION PANEL****I) Functions and Conduct of Business**

Seven Committees, namely Executive Committee, Development Committee, Performing Arts Committee, Museum Committee, Remuneration Committee, Investment Committee and Audit Committee, as well as the Consultation Panel are established under the Board.

The Committees generally follow the Standing Orders and Code of Conduct adopted by the Board in conducting their own businesses.

The Consultation Panel also adopts a set of Guidelines governing its conduct of business. The Consultation Panel is to hold at least one meeting each year and any such meeting is to be open to the public.

Executive Committee

The Executive Committee (ExCom) was set up in February 2013 under the Board and above the rest of the committees to provide timely steer on overall strategy and planning issues, to monitor the progress of major projects and to ensure coordination of activities and alignment of purposes among the committees. It is also responsible for overseeing the financial position of the WKCD in connection with the WKCD project and provides guidance to the Management in respect of funding strategy. ExCom comprises the chairmen of various committees, Secretary for Home Affairs and the Chief Executive Officer of the WKCD. ExCom held five meetings during the reporting year.

Development Committee

The key functions of the Development Committee (DC) are to advise the Board on the overall policies and strategies relating to the project planning and development of WKCD, to recommend to the Board a Programme of Implementation of individual building and infrastructure projects as contained in the Development Plan for WKCD, and to advise the Board on the viability of the proposed facilities. DC also considers the construction progress, hiring and management of consultants and contractors, and related contractual matters for the planning, design and construction either of individual projects or of WKCD as a whole.

乙. 委員會及諮詢會**一) 職能及運作**

董事局下設七個委員會，分別為行政委員會、發展委員會、表演藝術委員會、博物館委員會、薪酬委員會、投資委員會及審計委員會；另外還成立了諮詢會。

委員會一般以董事局採納的《會議常規》及《行為守則》作為履行職務的依據。

諮詢會同時採納一套運作指引，每年最少舉行一次會議，並全部公開進行，歡迎公眾旁聽。

行政委員會

行政委員會於2013年2月成立，為董事局轄下而委員會之上的架構，負責督導管理局的整體策略及規劃事宜、監察主要項目的進度，以及協調董事局轄下各委員會的工作。此外，行政委員會亦負責監察西九項目的財務狀況，並向管理層就融資策略提供指導。行政委員會成員包括各委員會主席、民政事務局局長以及管理局行政總裁。行政委員會於年內舉行了五次會議。

發展委員會

發展委員會的主要職能，是就西九規劃及發展的整體政策和策略向董事局提供意見，向董事局推薦西九發展圖則內的個別建築及基建項目實施時間表，並就擬建設施的可行性向董事局提供建議。發展委員會亦會審閱施工進度、顧問公司及承建商的聘用及管理，以及個別項目或西九整體規劃、設計及建造相關的合約事宜。

GOVERNANCE REPORT**管治報告**

Under this purview, DC held 10 meetings during the reporting year to deliberate on the following issues:

Procurement and Management of Consultancies

- Consultancy Services for Hotel, Office, Residential Enabling Study in Artist Square Development Area
- Consultancy Services for Design Work for Lyric Theatre and its Extended Basement in Zone 3B
- Modifications of Facility Framework for Batch 2 Performing Arts Venues and Revised Project Scope for Lyric Theatre
- Revised Scope for Consultancy Services for Lyric Theatre
- Consultancy Services for Traffic Operation Plan
- Consultancy Agreement for Facility Management Studies for WKCD
- Information and Communications Technology (ICT) Consultancy Agreement – Applications Programme Management Office, Package 1
- ICT Managed Services Contract – Application Hosting Services

Infrastructure and Interfacing Consultancies

- Services for Detailed Design of the District Cooling System (DCS) and Associated Services for Construction and Installation of the DCS
- Proposed ICT Service Portfolios and its Organisation to Support the Development of WKCD

Implementation

- Main Works Contract for Xiqu Centre
- Foundation Works Contract for M+
- Procurement Strategy for M+ Main Works Contract
- M+ Main Works Construction Programme Duration and Management of Contingency
- Other Arts and Cultural Facilities in M+
- Implementation of the Integrated Basement
- Retail, Dining and Entertainment (RDE) Parameters for the Park
- Procurement Strategy for the Park and Black Box Theatre Main Works Contract
- Main Works Contract for Arts Pavilion
- Construction Works Contract for West Kowloon Nursery Park
- Consultancy Services for Detailed Design and Implementation of Car Park underneath the M+ Interfacing Park and Promenade South of M+
- Foundation Works for Interfacing Car Park and Sewage Pumping Station
- Short Term Tenancy Matters within the WKCD Site
- Placement of an “Owner Controlled” Insurance Programme (OCIP) for Construction Projects of WKCD

因應上述職務範疇，發展委員會舉行了10次會議，處理以下事宜：

聘用及管理顧問公司

- 藝術廣場發展區酒店、辦公室、住宅前置研究顧問服務
- 演藝劇場及其於3B區的地庫延伸部分之設計工作顧問服務
- 第二批表演藝術場地的設施架構修訂及演藝劇場的修訂項目範圍
- 修訂演藝劇場顧問的服務範圍
- 交通營運計劃顧問服務
- 西九設施管理研究顧問協議
- 資訊及通訊科技顧問協議 —— 應用項目管理辦公室方案1
- 資訊及通訊科技管理服務合約 —— 應用程式寄存服務

基建及銜接事宜顧問

- 區域供冷系統詳細設計及其相關的建築及安裝服務
- 建議的資訊及通訊科技服務組合及其組織以支援西九發展

項目推展

- 劇曲中心主要工程合約
- M+博物館地基工程合約
- M+博物館主工程合約的採購策略
- M+博物館主工程建築進度及應急管理
- M+博物館內的其他文化藝術設施
- 綜合地庫的推展工作
- 西九公園的零售、餐飲及消閒設施發展參數
- 西九公園及黑盒劇場主工程合約的採購策略
- 小型藝術展館的主工程合約
- 西九苗圃公園的建築工程合約
- 位於M+與西九公園銜接處地下停車場及M+南面海濱長廊之詳細設計及推展工作的顧問服務
- 銜接停車場及污水抽水站的地基工程
- 西九用地短期租約事宜
- 為西九建築項目購買保險

GOVERNANCE REPORT**管治報告**Information and Communication Technologies Subcommittee

The ICT Subcommittee is under DC to oversee the conceptualisation and formation of an ICT strategy for WKCD, to explore the opportunities of deploying ICT in arts and culture for WKCD prior to facilities coming on stream and to provide guidance and ongoing strategic recommendations on ICT in arts and culture.

During 2014/15, the ICT Subcommittee met twice and endorsed the structure of ICT Department and ICT service portfolios for WKCD.

With the Chief Technology Officer taking over the steering as well as the implementation of the strategic ICT plans for WKCD, the ICT Subcommittee had been disbanded from 1 January 2015.

Planning, Landscape and Urban Design Review Panel

The Review Panel was set up under DC in April 2013 to support and maintain the overall design integrity for WKCD. It was renamed Planning, Landscape and Urban Design Review Panel in April 2014 to reflect its extended purview in overseeing the design and development process of the Park Development and other public spaces. A total of six meetings were held during the year to review the design of the Batch 1 and 2 facilities and the Artist Square Development Area.

Working Group on Park and Public Open Space Management

In order to strengthen DC's capacity to oversee the development and subsequent management of the Park, the Working Group on Park Development was revived to become the Working Group on the Park and Public Open Space Management in February 2015. The Working Group is tasked to monitor the development of the temporary nursery park and the permanent park; and the subsequent management of the Park and other public open space, as well as interface with other venues in WKCD. The first meeting of the Working Group was held on 30 March 2015.

Performing Arts Committee

The principal functions of the Performing Arts Committee (PAC) are to formulate the vision, mission and mode of governance of Performing Arts venues for approval by the Board. It also recommends to the Board strategies and policies for the operation of the Performing Arts venues. Four meetings were held during the reporting year.

資訊及通訊科技小組委員會

資訊及通訊科技小組委員會是發展委員會轄下的小組委員會，負責構思和制定西九的資訊及通訊科技策略；在西九設施落成前，開拓在文化藝術方面運用資訊及通訊科技的機會；以及就文化藝術的資訊及通訊科技方面，提供指導和持續的策略性建議。

於2014/15年度，資訊及通訊科技小組委員會舉行了兩次會議，並通過資訊及通訊科技部的組織架構及西九的資訊及通訊科技服務組合。

鑒於資訊及通訊科技總監已接手督導和推行西九的資訊及通訊科技策略，資訊及通訊科技小組委員會已於2015年1月1日起解散。

規劃、景觀及城市設計檢討小組

檢討小組於2013年4月在發展委員會之下成立，以支援和維持西九的整體設計完整性。小組於2014年4月易名為規劃、景觀及城市設計檢討小組，以反映其在監察西九公園和其他公共空間的設計及發展過程方面的延伸職權範圍。年內，小組共舉行了六次會議，檢討第一及第二批設施以及藝術廣場發展區的設計。

西九公園及公眾休憩用地管理工作小組

為加強發展委員會在監察西九公園的發展和後續管理方面的職能，西九公園發展工作小組於2015年2月易名為西九公園及公眾休憩用地管理工作小組。工作小組的職責包括監察臨時苗圃公園和永久公園的發展、西九公園和其他公眾休憩用地的後續管理，以及與西九其他場地的銜接。工作小組的首次會議已於2015年3月30日舉行。

表演藝術委員會

表演藝術委員會的主要職務是制訂西九表演藝術場地的願景、使命及管治模式，再交由董事局審批，並就表演藝術場地的營運策略及政策向董事局提出建議。委員會於年內舉行了四次會議。

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With the construction work commenced in 2013, PAC reviewed the Xiqu Centre Business Strategy, which served as a framework and guide for ongoing and future business discussion and corporate plan preparation. PAC also approved the artistic positioning and mode of governance for Freespace, which targets to test out new models of creative production, presentation, management, and audience engagement. This provides the basis for the formulation of the artistic and business strategy for Freespace. PAC endorsed the reconfiguration of Lyric Theatre, Centre for Contemporary Performance and Medium Theatre II, and their incorporation into Lyric Theatre Complex. To support the development of the venues, PAC also discussed and advised on the interim programmes with artistic strategies falling into four main categories, namely artistic and professional development; exchange and networking; audience building, learning and participation; as well as research and development.

PAC's views and endorsement were also sought on the Street Performance Guidelines developed by the Performing Arts Department. Views from relevant stakeholders, members of the 18 District Councils and public were also incorporated into the WKCD's new WKCD (Public Open Space) Bylaw and associated guidelines.

Finally, to prepare for the operation of the venues in the coming years, PAC has reviewed the work and milestones which the Performing Arts Department had accomplished in the past three years, as well as reviewed, discussed and advised on the work plan, tasks and objectives for different areas in 2015. As an iterative process, views collected from PAC would help the WKCD in refining the hardware and software development.

Museum Committee

The Museum Committee (MC) formulates and recommends to the Board the strategies and policies for planning, developing and operating M+ and the Exhibition Centre (EC). One subcommittee, namely the Interim Acquisition Committee (IAC), is established under the MC.

During 2014/15, MC met five times and in these meetings, MC focused on reviewing the M+ Acquisition Policy, and considering the proposed activities and budgets of M+ for the coming three financial years as well as an innovative virtual curatorial platform proposed for the museum. MC considered and approved various acquisition proposals recommended by IAC. It also received regular updates on the outgoing loans on the M+ Collection and reports from the M+ Management on the latest development of M+, including its manpower plan, the M+ building and the Arts Pavilion.

隨着戲曲中心的建築工程於2013年展開，表演藝術委員會已檢討其業務策略，作為持續和未來業務討論與事務計劃準備的架構和指引。表演藝術委員會亦已審批自由空間的藝術定位和管治模式，其目標是試驗創意製作、展示、管理和觀眾參與的新模式。該架構為自由空間制訂藝術和業務策略提供基礎。表演藝術委員會通過重組演藝劇場、當代表演中心和中型劇場II，將三者合併為演藝綜合劇場。為支援各場地的發展，表演藝術委員會亦討論臨時節目，並提供建議，而當中的四大藝術策略分別為藝術與專業發展、交流與建立網絡、拓展觀眾群與觀眾的學習和參與，以及研究與發展。

表演藝術委員會亦就表演藝術部制訂的《街頭表演指引》表達意見和支持。相關持份者、18區區議會的議員和公眾人士的意見，均已納入管理局新訂的《西九文化區(公眾休憩用地)附例》及相關指引。

最後，為準備場地於未來數年陸續投入運作，表演藝術委員會檢討了表演藝術部過去三年的工作和發展里程碑，並檢討、討論和建議2015年不同範疇的工作計劃、任務及目標。表演藝術委員會持續收集到的意見將有助管理局完善硬件和軟件發展。

博物館委員會

博物館委員會負責制訂及向董事局建議有關規劃、發展及營運M+及展覽中心的策略和政策。博物館委員會轄下設有一個小組委員會，即臨時購藏委員會。

於2014/15年度，博物館委員會舉行了五次會議，主要檢討M+購藏政策，並考慮M+未來三個財政年度的活動建議及預算，以及為博物館建立創新虛擬策展平台的建議。博物館委員會亦考慮和審批臨時購藏委員會推薦的多個購藏建議，並定期備悉M+外借藏品的情况。此外，M+管理層亦會就人力資源計劃、M+大樓及小型藝術展館等範疇的最新發展向博物館委員會匯報。

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IAC is an interim arrangement to consider and approve as well as to make recommendations to MC and the Board in relation to the acquisitions of M+ prior to a new governance structure of M+ being put in place. IAC held seven meetings during 2014/15 and in these meetings, IAC considered and approved various acquisitions for the M+ Collection. Reports on the acquisitions approved by the Executive Director of M+ and IAC were made to MC and the Board on a regular basis. IAC also conducted a review on the M+ Acquisition Policy and had thorough discussions on subjects including strategy for the moving image collection, art in the Park at WKCD and acquisition case studies.

Remuneration Committee

The Remuneration Committee (RC) is responsible for making recommendations to the Board on organisational structure and policies regarding staffing, remuneration, employment, disciplinary and dismissal with reference to the WKCDA's overall goals and objectives. It also oversees any other matters related to the remuneration, allowances or benefits made available to employees, former employees or their dependants referred or assigned to it by the Board.

RC held three meetings during the reporting year and deliberated a total of 13 papers, including those by circulation, and had undertaken major tasks as described below.

Remuneration Systems and Employee Benefits

RC endorsed and recommended to the Board the 2015 pay review for all eligible employees including senior executives to ensure the Authority is able to attract, retain and motivate staff to deliver the WKCDA's vision and mission. RC also endorsed a revised Annual Leave Policy to enhance the general staff's entitlement to paid annual leave.

Appointment and Employment Contract Renewal of Senior Executives

RC reviewed the appointment of Senior Executives of the WKCDA, including Chief Operating Officer, Executive Director, Finance and Director, Commercial. It also made recommendations to the Board on the terms and conditions of the employment. RC also endorsed the employment contract renewal and gratuity payment for a senior executive as proposed by the Chief Executive Officer.

Organisation Structure

In order to advance the function of ICT in WKCD to be led by the new Chief Technology Officer, RC endorsed and recommended to the Board the organisation structure of the ICT Department and its governance structure.

臨時購藏委員會於M+的新管治架構正式成立前，負責審閱、批核及向博物館委員會和董事局建議有關M+的購藏事宜。臨時購藏委員會於2014/15年度舉行了七次會議，並審批多項M+購藏建議。M+行政總監及臨時購藏委員會亦就其核准的購藏定期向博物館委員會及董事局匯報。臨時購藏委員會亦檢討了M+收藏藏品政策，並深入討論流動影像藏品的策略、西九公園的藝術元素，以及購藏個案研究等議題。

薪酬委員會

薪酬委員會負責根據管理局的整體目標和目的，就組織架構及有關人手編製、薪酬、聘用、紀律及解僱的政策，向董事局提供建議，同時監督由董事局轉介或指派處理任何關於提供予管理局僱員、前僱員或其家屬的薪酬、津貼或福利事宜。

薪酬委員會於本財政年度舉行了三次會議，並審閱13份包括以傳閱方式提交的文件，以及完成下列重要工作：

薪酬制度和僱員福利

薪酬委員會通過及向董事局建議2015年包括高級行政人員在內的所有合資格僱員的薪酬檢討，以確保管理局能夠招攬、挽留和推動員工以實現管理局的願景和使命。薪酬委員會年內亦通過經修訂的年假政策，以增加一般員工所享有的有薪年假。

委聘及續聘高級行政人員

薪酬委員會檢討高級行政人員的委聘，包括營運總監、財務行政總監及商務總監，並向董事局建議他們的聘用條款。薪酬委員會亦通過行政總裁就一位高級行政人員的續聘合約及約滿酬金事宜提出之建議。

組織架構

為提升由資訊及通訊科技總監領導的西九資訊及通訊科技職能，薪酬委員會通過及向董事局建議資訊及通訊科技部的組織及管治架構。

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The WKCDA has undergone and will continue to undergo significant change as it evolves to meet the current and future challenges of delivering a highly complex project over the next three to five years. RC endorsed to develop a continuous and interactive human resources management strategy to keep the organisation as a whole appropriately matching with the changing financial, political and social environment internally and externally. The strategic agenda includes: Resourcing Strategy, Capacity Building and Management; Reward Strategy and Performance Management.

Investment Committee

The principal functions of the Investment Committee (IC) are to advise the Board on the investment objectives, guidelines and strategies of the Authority, as well as to monitor and oversee the performance of investments made by the Authority.

IC held five meetings during the reporting year and considered a total of 23 papers, including those by circulation, and had undertaken major tasks as described below.

Reviewing Investment Strategy and Monitoring Performance

IC reviewed the quarterly and annual performance of the Authority's investment portfolio with due considerations given to asset allocation, cash flow projections and prevailing market conditions. Revisions to investment strategy and funds allocation considered necessary, as described below, were endorsed and recommended to the Board.

Maintaining a Highly Liquid Portfolio

Conscious of the cash flow needs as the Authority is entering its development phase and in light of the potential interest rate rise in the US, IC endorsed and recommended to the Board an investment strategy focusing on placements with the Exchange Fund and bank deposits, which are capital preserved.

2015/16年度策略議程

西九項目非常複雜，為應付此項目於現時及往後三至五年的推展所帶來的挑戰，管理局已經歷並將持續作重大轉變。薪酬委員會通過制訂持續和互動的人力資源管理策略，從而讓機構整體恰當地配合內外不斷改變的金融、政治和社會環境。此策略議程包括：人力資源配置策略、人才發展規劃和管理；薪酬策略和績效管理。

投資委員會

投資委員會的主要職責是就管理局的投資目標、指引及策略向董事局提出意見，以及監察和監督管理局的投資表現。

投資委員會在年內舉行了五次會議及審閱了23份包括以傳閱方式提交的文件，並完成下列的主要工作：

檢討投資策略及監察投資表現

投資委員會在檢閱管理局投資組合的季度及年度表現同時，因應資產配置、現金流預測及當時市場環境，向董事局提出修訂投資策略及基金配置的相關建議如下。

保持投資組合高流動性

為了應付管理局進入發展階段的現金流需要，加上美國利率上升的潛在可能，投資委員會通過及向董事局建議，在投資策略上集中於外匯基金存款及銀行存款的保本投資。

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To prudently manage the foreign exchange risks of the investment portfolio and to prepare for the capital expenditure payments in the coming years, IC endorsed to convert part of the USD and RMB investments / deposits into HKD, bringing down the investment portfolio's USD and RMB exposures from 14% and 17% to 10% and 13% respectively. The portfolio's total non-HKD exposure was reduced by 8% from 31% to 23%.

Reviewing Bank Counterparty Risks

To regularly manage the Authority's bank counterparty risks, IC also reviewed the Authority's approved list of banks twice during the year.

Audit Committee

The Audit Committee (AC) considers and advises on financial and audit matters of the Authority. AC held four meetings during the reporting year. It reviewed the statement of accounts for the year ended 31 March 2014 for approval of the Board.

AC also endorsed the audit strategy and work plan of Internal Audit for 2015/16 and reviewed reports on internal audit reviews conducted during 2014/15 to evaluate and improve internal controls covering the following operational areas of the Authority:

- Procurement and Payment of Non-Capital Items (Tendering and Variations of Contracts)
- Procurement and Payment of Non-Capital Items (Direct Purchase and Low Value Services and Goods Purchase)
- The use of Single Quotations (Follow-Up Review)
- Museum Collections Management
- Project Management of Site Office and Temporary Access Road

In addition, AC reviewed and made recommendations to the Board on the following:

- Hedging Payments in Foreign Currencies
- Revisions to Bank Authorised Signatories
- Use of Internet Banking for Cheque Outsourcing and Fund Transfer between the Authority's Bank Accounts
- Guidelines for Approving Entertainment Expenses and Reimbursement of Entertainment Expenses
- Guidelines for Provision of Gifts
- Guidelines for Acceptance of Sponsored Official and Private Visits outside Hong Kong
- Guidelines for Duty Visits outside Hong Kong

管理外匯風險

為了審慎管理投資組合的外匯風險，以及為未來數年支付資本開支作準備，投資委員會通過將部分美元和人民幣投資 / 存款兌換回港元，令投資組合的美元和人民幣比重由14%和17%分別降至10%和13%，因此非港元總比重由31%降低8%至23%。

檢討銀行交易對手風險

為管理銀行交易對手風險，投資委員會年內兩度檢討管理局的認可銀行名單。

審計委員會

審計委員會負責審閱管理局的財務及審計事宜，並提供相關建議。審計委員會在年內舉行了四次會議，包括審議截至2014年3月31日止年度的帳目報表，呈交董事局批准。

審計委員會亦通過2015/16年度的審計策略及內部審計部工作計劃，以及審閱2014/15年度的內部審計檢討報告，評估及改善對管理局以下營運範疇的內部監控：

- 非資本項目的採購和付款(招標和合約變更)
- 非資本項目的採購和付款(直接購置和低價服務及貨品購置)
- 單一報價的使用(跟進檢討)
- 博物館藏品管理
- 工地辦公室及臨時接駁道路的项目管理

此外，審計委員會就以下事項進行了檢討並向董事局作出建議：

- 對沖外幣付款
- 修改銀行獲授權簽署人
- 使用網上銀行進行支票代發和管理局銀行帳戶之間的轉帳
- 批准酬酢開支和報銷酬酢開支指引
- 餽贈禮物指引
- 接受贊助離港公務和私人訪問指引
- 離港公幹指引

GOVERNANCE REPORT
管治報告**Consultation Panel**

The Consultation Panel (CP) was established by the Board under section 20 of the WKCD Ordinance to gather public views on matters related to the functions of the WKCD. With the re-appointment of CP Chairman with effect from 1 March 2015, CP is currently composed of 16 members (including the Chairman) coming from different sectors of the community with relevant knowledge and experience. Meetings of CP are open to the public. Discussion papers and minutes of meetings of CP are available on the WKCD website.

Four CP meetings were held during the reporting year. Issues discussed included the Park Engagement Exercise and its preliminary results, the role of the CP going forward, WKCD (Public Open Space) Bylaw, update on the Park development, including its design, use and management, M+ Acquisition Policy and its approach, exhibition of the M+ Collection, and engagement of the youth and the community.

In addition, a Working Group on Engagement of Youth and the Community chaired by Ms Ada Wong was set up in December 2014. It serves to take forward initiatives focused on growing awareness about the WKCD project among the youth and the community and devise implementation plans.

諮詢會

董事局根據《西九文化區管理局條例》第20條設立了諮詢會，收集公眾對有關管理局職能事宜的意見。諮詢會的現任主席獲再度委任，新任期由2015年3月1日開始。連同主席在內，諮詢會現由16名來自不同界別、具備相關知識和經驗的成員組成。諮詢會的會議開放予公眾人士參加，討論文件及會議紀錄載於西九網站，供公眾查閱。

諮詢會在年內舉行了四次會議，討論事項包括西九公園公眾意見調查及初步結果；諮詢會往後的角色；《西九文化區（公眾休憩用地）附例》；西九公園的最新發展，包括設計、用途和管理；M+收藏藏品政策及方向；M+藏品的展覽，以及青少年與社區參與。

此外，諮詢會於2014年12月成立了青少年與社區參與工作小組，由黃英琦女士擔任主席，專責推展為增進青少年與社區人士了解西九發展的項目，並制定執行計劃。

GOVERNANCE REPORT
管治報告**II) Membership List****二) 成員名單****Board of the West Kowloon Cultural District Authority**
西九文化區管理局董事局**CHAIRMAN 主席**

The Honourable Mrs Carrie LAM CHENG Yuet-ngor, GBS, JP
Chief Secretary for Administration
政務司司長 林鄭月娥女士, GBS, JP

VICE-CHAIRMAN 副主席

The Honourable Ronald ARCULLI, GBM, GBS, JP
夏佳理先生, GBM, GBS, JP

MEMBERS (NON-PUBLIC OFFICIERS) 成員(非公職人員)

Dr Adrian CHENG Chi-kong (since 23 October 2014)
鄭志剛博士(任期由2014年10月23日起)

The Honourable MA Fung-kwok, SBS, JP
馬逢國議員, SBS, JP

Mr Raymond FUNG Wing-kee, JP (until 22 October 2014)
馮永基先生, JP(任期至2014年10月22日)

Dr Fredric MAO Chun-fai, BBS (since 23 October 2014)
毛俊輝博士, BBS(任期由2014年10月23日起)

Mr Chris IP Ngo-tung
葉傲冬先生

Ms Cissy PAO Pui-lai, BBS (since 23 October 2014)
包陪麗女士, BBS(任期由2014年10月23日起)

Dr KAN Tai-keung, SBS (since 23 October 2014)
靳埭強博士, SBS(任期由2014年10月23日起)

The Honourable SIN Chung-kai, SBS, JP (until 22 October 2014)
單仲偕議員, SBS, JP(任期至2014年10月22日)

Mr Leo KUNG Lin-cheng, BBS, JP
孔令成先生, BBS, JP

Professor Jenny SO Fong-suk (until 22 October 2014)
蘇芳淑教授(任期至2014年10月22日)

The Honourable Jeffrey LAM Kin-fung, GBS, JP
(until 22 October 2014)
林健鋒議員, GBS, JP(任期至2014年10月22日)

Mr Philip TSAI Wing-chung, JP
蔡永忠先生, JP

Mr Andrew LAM Siu-lo, JP
林筱魯先生, JP

Mr WAN Man-ye, BBS, JP (since 23 October 2014)
溫文儀先生, BBS, JP(任期由2014年10月23日起)

Professor LEE Chack-fan, GBS, JP (until 22 October 2014)
李焯芬教授, GBS, JP(任期至2014年10月22日)

Ms YIP Wing-sie, BBS, JP (until 22 October 2014)
葉詠詩女士, BBS, JP(任期至2014年10月22日)

Mr Victor LO Chung-wing, GBS, JP
羅仲榮先生, GBS, JP

Mr Danny YUNG Ning-tsun (until 22 October 2014)
榮念曾先生(任期至2014年10月22日)

Ir Dr the Honourable LO Wai-kwok, SBS, MH, JP
(since 23 October 2014)
盧偉國議員, SBS, MH, JP(任期由2014年10月23日起)

Dr the Honourable Allan ZEMAN, GBM, GBS, JP
盛智文博士, GBM, GBS, JP

GOVERNANCE REPORT**管治報告****Board of the West Kowloon Cultural District Authority
(Continued)****西九文化區管理局董事局(續)****MEMBERS (PUBLIC OFFICERS) 成員(公職人員)**

The Honourable TSANG Tak-sing, GBS, JP
Secretary for Home Affairs
民政事務局局长 曾德成先生, GBS, JP

Alternate 候補: Mrs Betty FUNG CHING Suk-ye, JP
Permanent Secretary for Home Affairs
(since 14 July 2014)
民政事務局常任秘書長 馮程淑儀女士, JP
(任期由2014年7月14日起)

Mr Raymond YOUNG Lap-moon, GBS, JP
Permanent Secretary for Home Affairs
(until 30 June 2014)
民政事務局常任秘書長 楊立門先生, GBS, JP
(任期至2014年6月30日)

The Honourable Paul CHAN Mo-po, MH, JP
Secretary for Development
發展局局长 陳茂波先生, MH, JP

Alternate 候補: Mr WAI Chi-sing, GBS, JP
Permanent Secretary for Development (Works)
發展局常任秘書長(工務) 韋志成先生, GBS, JP

Professor the Honourable K C CHAN, GBS, JP
Secretary for Financial Services and the Treasury
財經事務及庫務局局长 陳家強教授, GBS, JP

Alternate 候補: Mr James LAU, JP
Under Secretary for Financial Services and
the Treasury
財經事務及庫務局副局長 劉怡翔先生, JP

EX-OFFICIO MEMBER 當然成員

Mr Michael LYNCH CBE AM
Chief Executive Officer, WKCD
西九文化區管理局行政總裁 連納智先生 CBE AM

Executive Committee**行政委員會****CHAIRMAN 主席**

The Honourable Ronald ARCULLI, GBM, GBS, JP
Chairman of the Development Committee
發展委員會主席 夏佳理先生, GBM, GBS, JP

MEMBERS 成員

Mr Leo KUNG Lin-cheng, BBS, JP
Chairman of the Investment Committee
投資委員會主席 孔令成先生, BBS, JP

Mr Andrew LAM Siu-lo, JP
Chairman of the Remuneration Committee (since 28 November 2014)
薪酬委員會主席 林筱魯先生, JP (任期由2014年11月28日起)

The Honourable SIN Chung-kai, SBS, JP
Chairman of the Remuneration Committee (until 22 October 2014)
薪酬委員會主席 單仲偕議員, SBS, JP (任期至2014年10月22日)

Mr Victor LO Chung-wing, GBS, JP
Chairman of the Museum Committee
博物館委員會主席 羅仲榮先生, GBS, JP

Dr the Honourable Allan ZEMAN, GBM, GBS, JP
Chairman of the Performing Arts Committee
表演藝術委員會主席 盛智文博士, GBM, GBS, JP

Secretary for Home Affairs or his representative
民政事務局局長或其代表

Mr Michael LYNCH CBE AM
Chief Executive Officer, WKCD
西九文化區管理局行政總裁 連納智先生 CBE AM

GOVERNANCE REPORT
管治報告**Development Committee**
發展委員會**CHAIRMAN 主席**

The Honourable Ronald ARCULLI, GBM, GBS, JP
夏佳理先生, GBM, GBS, JP

VICE-CHAIRMAN 副主席

Mr Andrew LAM Siu-lo, JP
林筱魯先生, JP

MEMBERS 成員Board Members 董事局成員

Mr Raymond FUNG Wing-kee, JP (until 22 October 2014)
馮永基先生, JP (任期至2014年10月22日)

Mr Chris IP Ngo-tung
葉傲冬先生

Professor LEE Chack-fan, GBS, JP (until 22 October 2014)
李焯芬教授, GBS, JP (任期至2014年10月22日)

Mr Victor LO Chung-wing, GBS, JP
羅仲榮先生, GBS, JP

Ir Dr the Honourable LO Wai-Kwok, SBS, MH, JP
(since 28 November 2014)
盧偉國議員, SBS, MH, JP (任期由2014年11月28日起)

The Honourable SIN Chung-kai, SBS, JP (until 22 October 2014)
單仲偕議員, SBS, JP (任期至2014年10月22日)

Mr Philip TSAI Wing-chung, JP
蔡永忠先生, JP

Mr WAN Man-yee, BBS, JP (since 28 November 2014)
溫文儀先生, BBS, JP (任期由2014年11月28日起)

Ms YIP Wing-sie, BBS, JP (until 22 October 2014)
葉詠詩女士, BBS, JP (任期至2014年10月22日)

Mr Danny YUNG Ning-tsun (until 22 October 2014)
榮念曾先生 (任期至2014年10月22日)

Dr the Honourable Allan ZEMAN, GBM, GBS, JP
盛智文博士, GBM, GBS, JP

Non-Board Members 非董事局成員

Mr Raymond FUNG Wing-kee, JP (since 5 January 2015)
馮永基先生, JP (任期由2015年1月5日起)

Mr Christopher LAW, JP
羅健中先生, JP

Mr LEE Shing-see, GBS, OBE, JP
李承仕先生, GBS, OBE, JP

Professor Edward NG Yan-yung
吳恩融教授

Professor WONG Sze-chun, BBS, JP
黃仕進教授, BBS, JP

Public Officers 公職人員

Representative from Home Affairs Bureau
民政事務局代表

Representative from Development Bureau
發展局代表

Representative from Office of the
Government Chief Information Officer
政府資訊科技總監辦公室代表

GOVERNANCE REPORT**管治報告****Information and Communication Technologies Subcommittee (disbanded from 1 January 2015)****資訊及通訊科技小組委員會 (於2015年1月1日起解散)****CHAIRMAN 主席**

The Honourable SIN Chung-kai, SBS, JP

單仲偕議員, SBS, JP

MEMBERS 成員Board Members 董事局成員

The Honourable Ronald ARCULLI, GBM, GBS, JP

夏佳理先生, GBM, GBS, JP

Mr Michael LYNCH CBE AM

Chief Executive Officer, WKCDA

西九文化區管理局行政總裁 連納智先生 CBE AM

Public Officers 公職人員

Representative from Office of the
Government Chief Information Officer
政府資訊科技總監辦公室代表

Representative from Home Affairs Bureau

民政事務局代表

Non-Board Members 非董事局成員

Mr Benny CHIA Chun-heng, BBS

謝俊興先生, BBS

Mr Kenny CHIEN Kwok-keung

錢國強先生

Ms Barbara CHIU Cheuk-mun

招卓敏女士

The Honourable Charles Peter MOK, JP

莫乃光議員, JP

Mr Ricky WONG Wai-kay

王維基先生

Mr Derek Emory YEUNG Ting-lap

楊鼎立先生

Dr Samson YOUNG

楊嘉輝博士

GOVERNANCE REPORT
管治報告**Performing Arts Committee**
表演藝術委員會**CHAIRMAN 主席**

Dr the Honourable Allan ZEMAN, GBM, GBS, JP

盛智文博士, GBM, GBS, JP

MEMBERS 成員**Board Members 董事局成員**

Mr Chris IP Ngo-tung

葉傲冬先生

Dr KAN Tai-keung, SBS (since 28 November 2014)

靳埭強博士, SBS (任期由2014年11月28日起)

Professor LEE Chack-fan, GBS, JP (until 22 October 2014)

李焯芬教授, GBS, JP (任期至2014年10月22日)

The Honourable MA Fung-kwok, SBS, JP

馬逢國議員, SBS, JP

Dr Fredric MAO Chun-fai, BBS

毛俊輝博士, BBS

Ms Cissy PAO Pui-lai, BBS (since 28 November 2014)

包陪麗女士, BBS (任期由2014年11月28日起)

Professor Jenny SO Fong-suk (until 22 October 2014)

蘇芳淑教授 (任期至2014年10月22日)

Mr WAN Man-ye, BBS, JP (since 28 November 2014)

溫文儀先生, BBS, JP (任期由2014年11月28日起)

Ms YIP Wing-sie, BBS, JP (until 22 October 2014)

葉詠詩女士, BBS, JP (任期至2014年10月22日)

Mr Danny YUNG Ning-tsun (until 22 October 2014)

榮念曾先生 (任期至2014年10月22日)

Non-Board Members 非董事局成員

Mr Benny CHIA Chun-heng, BBS (until 31 December 2014)

謝俊興先生, BBS (任期至2014年12月31日)

Mr Vincent CHOW Wing-shing, BBS, MBE, JP

周永成先生, BBS, MBE, JP

Ms Tisa HO Kar-kuan (since 1 January 2015)

何嘉坤女士 (任期由2015年1月1日起)

Ms Stella LAU Yin-ling (since 1 January 2015)

劉燕玲女士 (任期由2015年1月1日起)

Mr Michael MACLEOD

麥高德先生

Mr Willy TSAO Sing-yuen, BBS (until 31 December 2014)

曹誠淵先生, BBS (任期至2014年12月31日)

Mr Joseph TUNG Yao-chung, JP

董耀中先生, JP

Dr Liza WANG Ming-chun, SBS

汪明荃博士, SBS

Dr Elvin WONG Chi-chung

黃志涼博士

Public Officers 公職人員

Representative from Home Affairs Bureau

民政事務局代表

Representative from Leisure and Cultural Services Department

康樂及文化事務署代表

GOVERNANCE REPORT
管治報告**Museum Committee**
博物館委員會**CHAIRMAN 主席**

Mr Victor LO Chung-wing, GBS, JP
羅仲榮先生, GBS, JP

MEMBERS 成員Board Members 董事局成員

Dr Adrian CHENG Chi-kong (since 28 November 2014)
鄭志剛博士(任期由2014年11月28日起)

Mr Raymond FUNG Wing-kee, JP (until 22 October 2014)
馮永基先生, JP (任期至2014年10月22日)

Mr Chris IP Ngo-tung
葉傲冬先生

Dr KAN Tai-keung, SBS (since 28 November 2014)
靳埭強博士, SBS (任期由2014年11月28日起)

Mr Leo KUNG Lin-cheng, BBS, JP (since 28 November 2014)
孔令成先生, BBS, JP (任期由2014年11月28日起)

The Honourable MA Fung-kwok, SBS, JP
(until 27 November 2014)
馬逢國議員, SBS, JP (任期至2014年11月27日)

Ms Cissy PAO Pui-lai, BBS (since 28 November 2014)
包陪麗女士, BBS (任期由2014年11月28日起)

The Honourable SIN Chung-kai, SBS, JP
(until 22 October 2014)
單仲偕議員, SBS, JP (任期至2014年10月22日)

Professor Jenny SO Fong-suk (until 22 October 2014)
蘇芳淑教授(任期至2014年10月22日)

Mr WAN Man-ye, BBS, JP (since 28 November 2014)
溫文儀先生, BBS, JP (任期由2014年11月28日起)

Non-Board Members 非董事局成員

Mr Johnson CHANG Tsong-zung (until 31 December 2014)
張頌仁先生(任期至2014年12月31日)

Professor David CLARKE
祈大衛教授

Mr Roger GARCIA (since 1 January 2015)
高思雅先生(任期由2015年1月1日起)

Ms Claire HSU Man-kai
徐文玠女士

Mr Alan LAU Ka-ming (since 1 January 2015)
劉家明先生(任期由2015年1月1日起)

Mr LEUNG Chi-wo (until 31 December 2014)
梁志和先生(任期至2014年12月31日)

Ms LO Kai-yin, SBS
羅啟妍女士, SBS

Mr Vincent LO Wing-sang, BBS, JP (since 1 January 2015)
羅榮生先生, BBS, JP (任期由2015年1月1日起)

Mr David PONG Chun-ye, JP
龐俊怡先生, JP

Ms Nansun SHI
施南生女士

Dr Uli SIGG (since 1 January 2015)
烏利·希克博士(任期由2015年1月1日起)

Mr Alan WAN Siu-lun (until 31 December 2014)
溫紹倫先生(任期至2014年12月31日)

Ms Ada WONG Ying-kay, JP (since 1 January 2015)
黃英琦女士, JP (任期由2015年1月1日起)

Mr Rocco YIM Sen-kee, BBS, JP (since 1 January 2015)
嚴迅奇先生, BBS, JP (任期由2015年1月1日起)

Public Officers 公職人員

Representative from Home Affairs Bureau
民政事務局代表

Representative from Leisure and Cultural Services Department
康樂及文化事務署代表

GOVERNANCE REPORT
管治報告**Exhibition Centre Subcommittee**
(disbanded from 1 January 2015)
展覽中心小組委員會
(於2015年1月1日起解散)**CHAIRMAN 主席**

Mr Victor LO Chung-wing, GBS, JP
羅仲榮先生, GBS, JP

MEMBERS 成員Board Members 董事局成員

The Honourable Ronald ARCULLI, GBM, GBS, JP
夏佳理先生, GBM, GBS, JP

Mr Raymond FUNG Wing-kee, JP
馮永基先生, JP

Mr Michael LYNCH CBE AM
Chief Executive Officer, WKCDA
西九文化區管理局行政總裁 連納智先生 CBE AM

Non-Board Members 非董事局成員

Mr Daniel CHEUNG Wai-Hung
張偉雄先生

Mr Kevin CHING Sau-hong
程壽康先生

Mr Stanley CHU Yu-lun
朱裕倫先生

Mr Andy HEI
黑國強先生

Mr Magnus RENFREW

Public Officers 公職人員

Representative from Home Affairs Bureau
民政事務局代表

Interim Acquisition Committee
臨時購藏委員會**CHAIRMAN 主席**

Mr Victor LO Chung-wing, GBS, JP
羅仲榮先生, GBS, JP

MEMBERS 成員Board Members 董事局成員

Dr Adrian CHENG Chi-kong (since 28 November 2014)
鄭志剛博士 (任期由2014年11月28日起)

Dr KAN Tai-keung, SBS
靳埭強博士, SBS

Non-Board Members 非董事局成員

Ms Sabrina FUNG
馮美瑩女士

Ms Claire HSU Man-kai
徐文玠女士

Mr LEUNG Chi-wo (until 31 December 2014)
梁志和先生 (任期至2014年12月31日)

Mr Vincent LO Wing-sang, BBS, JP
羅榮生先生, BBS, JP

Ms Ellen PAU
鮑藹倫女士

Mr David PONG Chun-yee, JP
龐俊怡先生, JP

Ms Nansun SHI
施南生女士

Dr Uli SIGG (since 1 January 2015)
烏利·希克博士 (任期由2015年1月1日起)

GOVERNANCE REPORT
管治報告**Remuneration Committee**
薪酬委員會**CHAIRMAN 主席**

Mr Andrew LAM Siu-lo, JP (since 28 November 2014)
林筱魯先生, JP (任期由2014年11月28日起)

The Honourable SIN Chung-kai, SBS, JP (until 22 October 2014)
單仲偕議員, SBS, JP (任期至2014年10月22日)

MEMBERS 成員Board Members 董事局成員

The Honourable Ronald ARCULLI, GBM, GBS, JP
夏佳理先生, GBM, GBS, JP

The Honourable Jeffrey LAM Kin-fung, GBS, JP
(until 22 October 2014)
林健鋒議員, GBS, JP (任期至2014年10月22日)

Dr Fredric MAO Chun-fai, BBS (since 24 March 2015)
毛俊輝博士, BBS (任期由2015年3月24日起)

Mr Philip TSAI Wing-chung, JP
蔡永忠先生, JP

Mr Danny YUNG Ning-tsun (until 22 October 2014)
榮念曾先生 (任期至2014年10月22日)

Non-Board Members 非董事局成員

Mr William CHAN Fu-keung, BBS (since 1 January 2015)
陳富強先生, BBS (任期由2015年1月1日起)

Mr LAI Kam-tong
黎鑑棠先生

Public Officers 公職人員

Representative from Home Affairs Bureau
民政事務局長代表

Investment Committee
投資委員會**CHAIRMAN 主席**

Mr Leo KUNG Lin-cheng, BBS, JP
孔令成先生, BBS, JP

MEMBERS 成員Board Members 董事局成員

The Honourable Ronald ARCULLI, GBM, GBS, JP
(until 31 December 2014)
夏佳理先生, GBM, GBS, JP (任期至2014年12月31日)

The Honourable SIN Chung-kai, SBS, JP (until 22 October 2014)
單仲偕議員, SBS, JP (任期至2014年10月22日)

Dr the Honourable Allan ZEMAN, GBM, GBS, JP
盛智文博士, GBM, GBS, JP

Non-Board Members 非董事局成員

Mr Clifford CHIU
邱令智先生

Mr CHUA Sue-wan
蔡思遠先生

Mr Kevin Anthony WESTLEY, BBS
韋智理先生, BBS

Mr Elvin YU Tin-yau (since 1 January 2015)
余天佑先生 (任期由2015年1月1日起)

Public Officers 公職人員

Representative from Financial Services and the Treasury Bureau
財經事務及庫務局代表

Director of Accounting Services or his representative
庫務署署長或其代表

Representative from Home Affairs Bureau
民政事務局長代表

GOVERNANCE REPORT
管治報告**Audit Committee**
審計委員會**CHAIRMAN 主席**

Mr Philip TSAI Wing-chung, JP
蔡永忠先生, JP

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MEMBERS 成員Board Members 董事局成員

Mr Andrew LAM Siu-lo, JP (until 27 November 2014)
林筱魯先生, JP (任期至2014年11月27日)

Ir Dr the Honourable LO Wai-Kwok, SBS, MH, JP
(since 28 November 2014)
盧偉國議員, SBS, MH, JP (任期由2014年11月28日起)

Mr WAN Man-ye, BBS, JP (since 28 November 2014)
溫文儀先生, BBS, JP (任期由2014年11月28日起)

Non-Board Members 非董事局成員

Mr Clement CHAN Kam-wing
陳錦榮先生

Mr Wilson FUNG Ying-wai
馮英偉先生

Mr William LO Chi-chung (until 31 December 2014)
羅志聰先生 (任期至2014年12月31日)

GOVERNANCE REPORT
管治報告**Consultation Panel**
諮詢會**CHAIRMAN 主席**

Professor John LEONG Chi-yan, SBS, JP
梁智仁教授, SBS, JP

MEMBERS 成員Board Members 董事局成員

The Honourable Ronald ARCULLI, GBM, GBS, JP
夏佳理先生, GBM, GBS, JP

Dr the Honourable Allan ZEMAN, GBM, GBS, JP
盛智文博士, GBM, GBS, JP

Non-Board Members 非董事局成員

Mr CHENG Chi-ming (until 28 September 2014)
鄭志明先生 (任期至2014年9月28日)

Mr CHING Cheung-ying, MH (since 1 March 2015)
程張迎先生, MH (任期由2015年3月1日起)

Mr CHOW Yick-hay, BBS, JP (since 1 March 2015)
周奕希先生, BBS, JP (任期由2015年3月1日起)

Mr Derek HUNG Chiu-wah
孔昭華先生

Dr HUNG Keung (until 28 February 2015)
洪強博士 (任期至2015年2月28日)

Ms KO Po-ling, BBS, MH, JP
高竇齡女士, BBS, MH, JP

Mr Bankee KWAN Pak-hoo, JP (until 28 February 2015)
關百豪先生, JP (任期至2015年2月28日)

Ms Ida LAM Choi-chu (until 28 February 2015)
林彩珠女士 (任期至2015年2月28日)

Mr LAM Ying-kit
林英傑先生

Professor Lena LEE (since 1 March 2015)
李瑩教授 (任期由2015年3月1日起)

Mr William LEUNG Wing-cheung, BBS, JP (until 28 February 2015)
梁永祥先生, BBS, JP (任期至2015年2月28日)

Non-Board Members (Continued) 非董事局成員 (續)

Dr MAN Ying-ling (until 28 February 2015)
文英玲博士 (任期至2015年2月28日)

The Honourable Charles Peter MOK, JP
莫乃光議員, JP

Mr NG Cheuk-yin (since 1 March 2015)
伍卓賢先生 (任期由2015年3月1日起)

Ms Yolanda NG Yuen-ting, MH (since 1 March 2015)
伍婉婷女士, MH (任期由2015年3月1日起)

Mr TAI Hay-lap, BBS, JP (until 28 February 2015)
戴希立先生, BBS, JP (任期至2015年2月28日)

Mr TANG Shu-wing (since 1 March 2015)
鄧樹榮先生 (任期由2015年3月1日起)

The Honourable Paul TSE Wai-chun, JP (until 28 February 2015)
謝偉俊議員, JP (任期至2015年2月28日)

Dr John TSE Wing-ling, MH (until 28 February 2015)
謝永齡博士, MH (任期至2015年2月28日)

Mr Coleman WAI Ching
韋政先生

Ms Ada WONG Ying-kay, JP
黃英琦女士, JP

Dr YAU Wing-kwong, JP (until 28 February 2015)
邱榮光博士, JP (任期至2015年2月28日)

The Honourable Wayne YIU Si-wing, BBS (since 1 March 2015)
姚思榮議員, BBS (任期由2015年3月1日起)

REPORT OF THE MEMBERS OF THE BOARD

董事局報告書

The members of the Board are pleased to submit the Annual Report of the West Kowloon Cultural District Authority ("WKCD") together with the audited statement of accounts for the year ended 31 March 2015.

West Kowloon Cultural District Authority

The West Kowloon Cultural District Authority Ordinance (the "WKCD Ordinance"), Cap. 601, came into operation on 11 July 2008 (date of establishment). The WKCD was established to develop the West Kowloon Cultural District ("WKCD") into an integrated arts and cultural district.

Board members

The members of the Board since 1 April 2014 and up to the date of this report are set out on pages 76 to 77.

Principal activities

The functions and objectives of the WKCD are stipulated in Sections 4(1) and 4(2) of the WKCD Ordinance respectively. In brief, the principal activities of the WKCD are the planning, development, operation and maintenance of the arts and cultural facilities, related facilities or ancillary facilities of WKCD.

Statement of accounts

The result of the WKCD for the year ended 31 March 2015 and the state of affairs of the WKCD as at that date are set out in the statement of accounts on pages 90 to 121.

Transfer to reserves

The WKCD's profit of HK\$585 million (2014: HK\$577 million) has been transferred to reserves. Other movements in reserves are set out in the statement of changes in equity.

董事局成員欣然提呈西九文化區管理局(「管理局」)截至2015年3月31日止年度之周年報告及經審核的帳目報表。

西九文化區管理局

《西九文化區管理局條例》(第601章)於2008年7月11日(成立日)開始實施。管理局負責將西九文化區(「西九」)發展成一個綜合文化藝術區。

董事局成員

自2014年4月1日起至本報告之日止的董事局成員名單載列於第76頁至第77頁。

主要業務

《西九文化區管理局條例》的第4(1)條與第4(2)條分別規定了管理局的職能及目標。簡言之，管理局的職責是規劃、發展、營運及維持西九的藝術文化設施、相關設施或附屬設施。

帳目報表

管理局截至2015年3月31日止年度之業績及於該日的財務狀況載於第90頁至第121頁之帳目報表。

撥入儲備的款項

管理局的利潤共5.85億港元(2014年：5.77億港元)已撥入儲備內。儲備的其他變動見權益變動表。

REPORT OF THE MEMBERS OF THE BOARD
董事局報告書**Property, plant and equipment, museum collections and intangible assets**

Movements in property, plant and equipment, museum collections and intangible assets during the year are set out in notes 9, 10 and 11 respectively to the statement of accounts of this Annual Report.

Capital

Details of capital of the WKCD are set out in note 17 to the statement of accounts of this Annual Report. There were no movements during the year.

Financial summary

A summary of the financial results and of the net assets and equity of the WKCD for the last five years is set out on page 122 of the Annual Report.

Board members' interests in contracts

No contract of significance, to which the WKCD was a party and in which a member of the Board had a material interest, subsisted at the end of the year or at any time during the year.

Auditor

The statement of accounts has been audited by Mazars CPA Limited, which was appointed by the Board in August 2012, in accordance with Section 29 of the WKCD Ordinance.

物業、廠房及設備、博物館藏品及無形資產

物業、廠房及設備、博物館藏品及無形資產於本年度的變動分別載於本周年報告內之帳目報表附註9、10及11。

資金

管理局資金的詳細資料載於本周年報告內之帳目報表附註17。資金在本年度並無變動。

財務概要

管理局過去五年的財務業績及資產淨值 / 權益概要載於本周年報告第122頁。

董事局成員之合約權益

在本年度終結日或於年度內任何時間，管理局均沒有簽訂董事局成員佔有重大權益的任何重要合約。

核數師

帳目報表經瑪澤會計師事務所審核，該事務所由董事局根據《西九文化區管理局條例》第29條於2012年8月委任。

By order of the Board
承董事局命



Mrs Carrie LAM CHENG Yuet-ngor, GBS, JP
林鄭月娥女士, GBS, JP

Chairman of the Board of West Kowloon Cultural District Authority
西九文化區管理局董事局主席

Hong Kong, 23 June 2015
2015年6月23日於香港

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告



MAZARS

MAZARS CPA LIMITED
瑪澤會計師事務所有限公司
42ND FLOOR, CENTRAL PLAZA,
18 HARBOUR ROAD, WANCHAI, HONG KONG
香港灣仔港灣道18號中環廣場42樓

INDEPENDENT AUDITOR'S REPORT TO THE WEST KOWLOON CULTURAL DISTRICT AUTHORITY

(established in Hong Kong pursuant to
the West Kowloon Cultural District Authority Ordinance)

獨立核數師報告
致西九文化區管理局
(按照《西九文化區管理局條例》於香港成立)

We have audited the statement of accounts of the West Kowloon Cultural District Authority (the "Authority") set out on pages 90 to 121, which comprises the balance sheet as at 31 March 2015, and the profit and loss account, the statement of comprehensive income, statement of changes in equity and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory information.

本核數師(以下簡稱「我們」)已審核列載於第90頁至第121頁之西九文化區管理局(「管理局」)之帳目報表,此帳目報表包括於2015年3月31日之資產負債表,截至該日止年度之損益表、全面收益表、權益變動表和現金流轉表,以及主要會計政策摘要及其他附註解釋資料。

The Board's responsibility for the statement of accounts

The Board of the Authority is responsible for the preparation of the statement of accounts that gives a true and fair view in accordance with Hong Kong Financial Reporting Standards issued by the Hong Kong Institute of Certified Public Accountants and for such internal control as the Board determines is necessary to enable the preparation of the statement of accounts that is free from material misstatement, whether due to fraud or error.

董事局就帳目報表須承擔的責任

管理局董事局須負責根據香港會計師公會頒佈之《香港財務報告準則》編製具反映真實兼公平觀點之帳目報表,並落實其認為編製帳目報表所必要的內部控制,以使帳目報表不存在由於欺詐或錯誤而導致的重大錯誤陳述。

Auditor's responsibility

Our responsibility is to express an opinion on the statement of accounts based on our audit and to report our opinion solely to you, as a body, in accordance with Section 29 of the West Kowloon Cultural District Authority Ordinance and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

核數師之責任

我們之責任是根據我們之審計對該等帳目報表作出意見,並按照《西九文化區管理局條例》第29條將此意見僅向管理局報告,而不作其他用途。我們不就此報告之內容,對任何其他人士負責或承擔任何責任。

We conducted our audit in accordance with Hong Kong Standards on Auditing issued by the Hong Kong Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the statement of accounts is free from material misstatement.

我們的審計工作已根據香港會計師公會頒佈之《香港審計準則》進行。該等準則要求我們遵守道德規範,並規劃及進行審計工作,就該等帳目報表是否不存有任何重大錯誤陳述,作出合理之確定。

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the statement of accounts. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the statement of accounts, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the statement of accounts that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Authority, as well as evaluating the overall presentation of the statement of accounts.

審計包括進行程序以獲取有關該等帳目報表所載金額及披露資料之審計憑證。所選定之程序取決於核數師之判斷,包括評估由於欺詐或錯誤而導致帳目報表存有重大錯誤陳述之風險。在作出該等風險評估時,核數師考慮與該機構編製真實而公平地反映的帳目報表相關之內部監控,以設計適當之審計程序,但並非旨在就管理局之內部監控之效能發表意見。審計亦包括評估管理局所採用之會計政策之合適性及所作出之會計估計之合理性,以及就帳目報表之整體列報方式作出評估。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

**INDEPENDENT AUDITOR'S REPORT
TO THE WEST KOWLOON CULTURAL DISTRICT AUTHORITY (CONTINUED)**(established in Hong Kong pursuant to
the West Kowloon Cultural District Authority Ordinance)

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the statement of accounts gives a true and fair view of the state of affairs of the Authority as at 31 March 2015 and of its profit and cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards and has been properly prepared in accordance with the requirements of the West Kowloon Cultural District Authority Ordinance.



Mazars CPA Limited
Certified Public Accountants
Hong Kong, 23 June 2015

Or Ming Chiu
Practising Certificate number: P04786

獨立核數師報告**致西九文化區管理局(續)**

(按照《西九文化區管理局條例》於香港成立)

我們相信，我們所獲得之審計憑證能充足及適當地為我們的審計意見提供基礎。

意見

我們認為，該等帳目報表已根據《香港財務報告準則》，真實兼公平地反映管理局於2015年3月31日之事務狀況及截至該日止年度其利潤及現金流量，並已按《西九文化區管理局條例》的規定妥為編製。



瑪澤會計師事務所有限公司
執業會計師
香港，2015年6月23日

柯銘樵
執業牌照碼：P04786

STATEMENT OF ACCOUNTS**帳目報表****PROFIT AND LOSS ACCOUNT**

損益表

FOR THE YEAR ENDED 31 MARCH 2015

截至2015年3月31日止年度

| | Note 附註 | 2015 HK\$'000 港幣千元 | 2014 HK\$'000 港幣千元 |
|---|------------|--------------------------|--------------------------|
| Income | | | |
| Income from placements with the Exchange Fund | | 593,372 | 594,592 |
| Bank interest income | | 249,179 | 249,452 |
| Other investment income / (loss) | 3 | 799 | (23,889) |
| Net fair value (loss) / gain on forward foreign exchange contracts | | (12,213) | 56,240 |
| Net exchange losses | | (1,234) | (66,316) |
| Other income | | 6,764 | 11,393 |
| | | 836,667 | 821,472 |
| Expenses | | | |
| Staff costs | 4 | (108,192) | (83,790) |
| Other operating expenses | 7 | (143,702) | (160,762) |
| | | (251,894) | (244,552) |
| Profit for the year | | 584,773 | 576,920 |

STATEMENT OF ACCOUNTS

帳目報表

STATEMENT OF COMPREHENSIVE INCOME

全面收益表

FOR THE YEAR ENDED 31 MARCH 2015

截至2015年3月31日止年度

| | | 2015 | 2014 |
|--|-----------------|----------------|----------|
| | | HK\$'000 | HK\$'000 |
| | | 港幣千元 | 港幣千元 |
| Profit for the year | 年度利潤 | 584,773 | 576,920 |
| Other comprehensive income | 其他全面收益 | | |
| Items that may be reclassified subsequently to profit or loss: | 其後可重新分類至損益之項目： | | |
| Changes in fair value of available-for-sale investments | 可供出售投資之公允價值變動 | 404 | 121 |
| Total comprehensive income for the year | 年度全面收益總額 | 585,177 | 577,041 |

STATEMENT OF ACCOUNTS

帳目報表

BALANCE SHEET

資產負債表

AS AT 31 MARCH 2015

於2015年3月31日

| | Note 附註 | 2015 HK\$'000 港幣千元 | 2014 HK\$'000 港幣千元 |
|--|------------|--------------------------|--------------------------|
| Non-current assets | | | |
| Property, plant and equipment | 9 | 1,129,018 | 480,900 |
| Museum collections | 10 | 370,359 | 256,616 |
| Intangible assets | 11 | 6,852 | 6,437 |
| Placements with the Exchange Fund | 12(a) | 7,917,275 | 14,539,548 |
| Other financial assets | 13 | 54,681 | 10,109 |
| | | 9,478,185 | 15,293,610 |
| Current assets | | | |
| Placements with the Exchange Fund | 12(a) | 7,215,645 | – |
| Other financial assets | 13 | 10,051 | – |
| Bank interest receivables | | 84,527 | 101,391 |
| Income receivables from other financial assets | | 683 | 171 |
| Other receivables, prepayments and deposits | 14 | 25,872 | 21,772 |
| Forward foreign exchange contracts | 12(b) | 7,640 | 50,189 |
| Cash and bank balances | 15 | 8,525,605 | 9,093,199 |
| | | 15,870,023 | 9,266,722 |
| Current liabilities | | | |
| Forward foreign exchange contracts | 12(b) | 6,650 | – |
| Other liabilities | 16 | 283,709 | 90,476 |
| | | 290,359 | 90,476 |
| Net current assets | | 15,579,664 | 9,176,246 |
| Total assets less current liabilities | | 25,057,849 | 24,469,856 |
| Non-current liabilities | | | |
| Accrued contract gratuity | | 7,041 | 4,225 |
| Net assets | | 25,050,808 | 24,465,631 |

STATEMENT OF ACCOUNTS
帳目報表

BALANCE SHEET (CONTINUED)

資產負債表(續)

AS AT 31 MARCH 2015

於2015年3月31日

| | Note | 2015 | 2014 |
|---|------|-------------------|-------------------|
| | 附註 | HK\$'000 | HK\$'000 |
| | | 港幣千元 | 港幣千元 |
| Equity | | | |
| Capital – Endowment from the Government of HKSAR | 17 | 21,600,000 | 21,600,000 |
| Reserves | | 3,450,808 | 2,865,631 |
| | | 25,050,808 | 24,465,631 |

Approved and authorised for issue by the Board of the Authority on
23 June 2015.

董事局於2015年6月23日核准並許可發出。



Mrs Carrie Lam Cheng Yuet-ngor, GBS, JP
林鄭月娥女士, GBS, JP
Chairman of the Board
董事局主席



Mr Michael Lynch CBE AM
連納智先生 CBE AM
Chief Executive Officer
行政總裁

STATEMENT OF ACCOUNTS

帳目報表

STATEMENT OF CHANGES IN EQUITY

權益變動表

FOR THE YEAR ENDED 31 MARCH 2015

截至2015年3月31日止年度

| | | Capital – Endowment from the Government of HKSAR 資金 – 香港特別 行政區政府撥款 HK\$'000 港幣千元 | Fair value reserve 公允價值儲備 HK\$'000 港幣千元 | Retained profits 保留溢利 HK\$'000 港幣千元 | Total 總計 HK\$'000 港幣千元 |
|--|-----------------------------|--|---|---|---------------------------------|
| Balance at 1 April 2013 | 於2013年4月1日的結餘 | 21,600,000 | – | 2,288,590 | 23,888,590 |
| Profit for the year | 年度利潤 | – | – | 576,920 | 576,920 |
| Other comprehensive income Changes in fair value of available-for-sale investments | 其他全面收益 可供出售投資之公允價值 變動 | – | 121 | – | 121 |
| Total comprehensive income for the year | 年度全面收益 總額 | – | 121 | 576,920 | 577,041 |
| Balance at 31 March 2014 | 於2014年3月31日的結餘 | 21,600,000 | 121 | 2,865,510 | 24,465,631 |
| Profit for the year | 年度利潤 | – | – | 584,773 | 584,773 |
| Other comprehensive income Changes in fair value of available-for-sale investments | 其他全面收益 可供出售投資之公允價值 變動 | – | 404 | – | 404 |
| Total comprehensive income for the year | 年度全面收益 總額 | – | 404 | 584,773 | 585,177 |
| Balance at 31 March 2015 | 於2015年3月31日的結餘 | 21,600,000 | 525 | 3,450,283 | 25,050,808 |

STATEMENT OF ACCOUNTS

帳目報表

CASH FLOW STATEMENT

現金流轉表

FOR THE YEAR ENDED 31 MARCH 2015

截至2015年3月31日止年度

| | Note 附註 | 2015 HK\$'000 港幣千元 | 2014 HK\$'000 港幣千元 |
|---|------------------------|--------------------------|--------------------------|
| Operating activities | 營運活動 | | |
| Profit for the year | 年度利潤 | 584,773 | 576,920 |
| Adjustments for: | 調整項目： | | |
| Depreciation and amortisation | 折舊及攤銷 | 7,648 | 7,045 |
| Income from placements with the Exchange Fund | 外匯基金存款收入 | (593,372) | (594,592) |
| Bank interest income | 銀行利息收入 | (249,179) | (249,452) |
| Net fair value loss / (gain) on forward foreign exchange contracts | 遠期外匯合約之公允價值虧損 / (收益)淨額 | 12,213 | (56,240) |
| Other investment (income) / loss | 其他投資(收入) / 虧損 | (799) | 23,889 |
| Net exchange losses | 匯兌虧損淨額 | 1,234 | 66,316 |
| Changes in working capital: | 營運資金變動： | | |
| Increase in other receivables, prepayments and deposits | 其他應收款、預付帳款及按金增加 | (4,100) | (2,041) |
| Increase in other liabilities | 其他負債增加 | 9,657 | 33,663 |
| Increase in non-current liabilities | 非流動負債增加 | 2,816 | 428 |
| Net cash used in operating activities | 營運活動所用的現金淨額 | (229,109) | (194,064) |
| Investing activities | 投資活動 | | |
| Purchases / Construction of property, plant and equipment and intangible assets | 購置 / 建造物業、廠房及設備和無形資產 | (473,198) | (422,499) |
| Purchases of museum collections | 購買博物館藏品 | (114,150) | (68,756) |
| Restricted cash donations received | 已收受限制現金捐贈 | 1,000 | - |
| Increase in restricted cash | 受限制現金增加 | (593) | - |
| Placement with the Exchange Fund | 外匯基金存款 | - | (2,044,000) |
| Purchases of investments in bond funds | 購入債券基金投資 | - | (162,206) |
| Proceeds from disposal of investments in bond funds | 出售債券基金投資所得款項 | - | 837,033 |
| Purchases of other financial assets | 購入其他金融資產 | (54,195) | - |
| Proceeds from sale or redemption of other financial assets | 出售或贖回其他金融資產所得款項 | - | 424,863 |
| Net receipt from time deposits with original maturities over three months | 原到期日超過三個月之定期存款收款淨額 | 638,932 | 1,293,110 |
| Interest received | 已收利息 | 243,557 | 333,191 |
| Dividends received from investments in bond funds | 已收債券基金投資股息 | - | 4,942 |
| Net cash inflow from investing activities | 投資活動流入的現金淨額 | 241,353 | 195,678 |
| Net increase in cash and cash equivalents | 現金及現金等價物增加淨額 | 12,244 | 1,614 |
| Cash and cash equivalents at beginning of year | 年初的現金及現金等價物 | 5,083 | 3,024 |
| Effect of exchange rate changes | 匯率變動之影響 | (1,130) | 445 |
| Cash and cash equivalents at end of year | 年終的現金及現金等價物 | 16,197 | 5,083 |

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帳目報表

CASH FLOW STATEMENT (CONTINUED)

現金流轉表 (續)

FOR THE YEAR ENDED 31 MARCH 2015

截至2015年3月31日止年度

Major non-cash transactions:

The Authority entered into the following non-cash transactions in respect of the placements with the Exchange Fund, of which the detailed arrangement is disclosed in note **12(a)**:

- (i) The Authority did not withdraw but reinvested the interest income of HK\$519 million (2014: HK\$612 million) which was earned from the placements with the Exchange Fund for January to December 2014. The interest amount will be repaid by Hong Kong Monetary Authority ("HKMA") together with the principal amount on the maturity dates in 2016 or 2019 unless the Authority gives notice to HKMA for withdrawal of the interest amount prior to maturity dates.
- (ii) During the year ended 31 March 2014, the Authority made an additional placement with the Exchange Fund by utilising the accrued interest of HK\$1,756 million as at 31 December 2012 together with a cash placement of HK\$2,044 million for a period of six years to mature in 2019.

主要非現金交易：

管理局進行了以下有關外匯基金存款的非現金交易，詳細安排於附註**12(a)**披露：

- (i) 管理局並無提取其在外匯基金存款於2014年1月至12月所賺取的5億1千9百萬港元利息(2014年：6億1千2百萬港元)，而全數再投資於外匯基金存款。除非管理局於到期日前通知香港金融管理局(「金管局」)提取有關利息，否則該利息將於2016或2019年之到期日與本金一同償還給管理局。
- (ii) 在截至2014年3月31日止年度內，管理局提取了於2012年12月31日止的17億5千6百萬港元應收利息，並加以現金20億4千4百萬港元作為在外匯基金新增的存款，存款期為6年並將於2019年到期。

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帳目報表

NOTES TO THE STATEMENT OF ACCOUNTS

帳目報表附註

FOR THE YEAR ENDED 31 MARCH 2015

截至2015年3月31日止年度

1 General information

The West Kowloon Cultural District Authority (the "Authority") was established as a body corporate in Hong Kong under the West Kowloon Cultural District Authority Ordinance (the "WKCD Ordinance"), Cap. 601, which was enacted on 11 July 2008. Its office address is at 29/F, Tower 6, The Gateway, 9 Canton Road, Kowloon, Hong Kong.

The functions and objectives of the Authority are stipulated in Sections (4)(1) and (4)(2) of the WKCD Ordinance respectively. In brief, the principal activities of the Authority are the planning, development, operation and maintenance of the arts and cultural facilities, related facilities or ancillary facilities of the West Kowloon Cultural District ("WKCD").

The WKCD Development Plan ("DP") was approved by the Chief Executive in Council on 8 January 2013. The approved DP provides a statutory land use planning framework to guide the development and redevelopment of land within the WKCD. Subsequently, the Authority applied for a 15% increase in the total gross floor areas of the WKCD site under section 16 of the Town Planning Ordinance. The planning application was approved by the Town Planning Board on 14 November 2014. Related land grants based on the development parameters of the approved section 16 application are being processed accordingly.

2 Significant accounting policies**(a) Statement of compliance**

The statement of accounts has been prepared in accordance with all applicable Hong Kong Financial Reporting Standards ("HKFRS"), which collective term includes all applicable individual HKFRS, Hong Kong Accounting Standards ("HKAS") and Interpretations issued by the Hong Kong Institute of Certified Public Accountants (the "HKICPA"), and the requirements of the WKCD Ordinance. The significant accounting policies applied in the preparation of this statement of accounts are set out below. These policies have been consistently applied to both years presented, unless otherwise stated.

(b) Basis of preparation

The statement of accounts has been prepared under the historical cost convention, as modified by the revaluation of financial assets or liabilities at fair value through profit or loss and available-for-sale investments, which are carried at fair value.

The preparation of the statement of accounts in conformity with HKFRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and reported amounts of assets, liabilities, income and expenditure. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the year in which the estimates are revised if the revisions affect only that year, or in the year of the revision and future years if the revisions affect both current and future years.

1 一般資料

西九文化區管理局(「管理局」)是根據於2008年7月11日制訂之《西九文化區管理局條例》(「條例」)(第六百零一章)設立的法人團體。其辦事處地址為香港九龍尖沙咀廣東道9號港威大廈第6座29樓。

管理局的職能及目標分別載列於條例第4(1)及4(2)條。簡略而言,管理局負責規劃、發展、營運及維持西九文化區(「西九」)的藝術文化設施、相關設施或附屬設施。

行政長官會同行政會議於2013年1月8日核准西九發展圖則(「發展圖則」)。該發展圖則提供一個法定土地用途規劃大綱,為西九內的發展及重建計劃提供指引。其後,管理局根據《城市規劃條例》第16條申請把西九用地的整體總樓面面積增加15%。該規劃申請於2014年11月14日獲城市規劃委員會批准,現正處理根據獲批第16條申請的發展參數而進行的批地事宜。

2 主要會計政策**(a) 合規聲明**

本帳目報表乃按照香港會計師公會頒布之所有適用的《香港財務報告準則》(此統稱包括所有適用的個別《香港財務報告準則》、《香港會計準則》和《詮釋》),以及條例之規定而編製。適用於編製此帳目報表的主要會計政策載於下文。除另有說明外,此等政策在所列報的兩個年度內貫徹應用。

(b) 編製基準

本帳目報表是按照歷史成本作為計量基準,並就以公允價值列帳之「以公允價值計量且其變動計入損益的金融資產或負債」及「可供出售投資」的重估而作出修訂。

管理層在編製符合《香港財務報告準則》的帳目報表時,須作出判斷、估計和假設,而這些判斷、估計和假設會對會計政策應用,以及對資產、負債、收入和支出的報告數額構成影響。這等估計和相關假設是根據以往經驗和管理層因應當時情況認為合理的多項其他因素作出的,其結果構成了管理層在無法依循其他途徑即時得知資產與負債的帳面值時所作出判斷的基礎。實際結果可能有別於估計數額。

管理層會持續不斷檢討各項估計和相關假設。如果會計估計的修訂只影響某一年度,其影響便會在該年度內確認;如果修訂對當前和未來年度均有影響,則在作出修訂的年度和未來的年度確認。

STATEMENT OF ACCOUNTS

帳目報表

NOTES TO THE STATEMENT OF ACCOUNTS (CONTINUED)

帳目報表附註(續)

FOR THE YEAR ENDED 31 MARCH 2015

截至2015年3月31日止年度

2 Significant accounting policies (Continued)**(b) Basis of preparation (Continued)**

- (i) Standards, amendments and interpretations which are effective on or after 1 April 2014

The HKICPA has issued a number of new HKFRS and amendments to HKFRS that are effective in the current year. Of these, the following developments are relevant to the statement of accounts:

- Amendments to HKAS 32: Presentation – Offsetting Financial Assets and Financial Liabilities

The amendments to HKAS 32 clarify the requirements for offsetting financial instruments. These amendments do not have an impact on the statement of accounts as they are consistent with the policies already adopted by the Authority.

- Amendments to HKAS 36: Recoverable Amount Disclosures for Non-Financial Assets

The amendments to HKAS 36 modify the disclosure requirements for impaired non-financial assets. Among them, additional information is required to be disclosed when the recoverable amount of impaired assets is based on fair value less costs of disposal. These amendments do not have an impact on the statement of accounts.

- (ii) Standards, amendments and interpretations which are not yet effective

The following standards, which are relevant to the Authority, have been published and are mandatory for accounting years of the Authority beginning on or after 1 April 2015 or later years and have not been early adopted:

- Amendments to HKAS 16 and HKAS 38: Clarification of Acceptable Methods of Depreciation and Amortisation
- Amendments to HKAS 1: Disclosure Initiative
- HKFRS 9 (2014): Financial Instruments
- HKFRS 15: Revenue from Contracts with Customers

The Authority has commenced an assessment of the impact of the new or revised standards but is not yet in a position to state whether these standards would have an impact on the results of operations and financial position of the Authority.

(c) Foreign currency translation

- (i) Functional and presentation currency

Items included in the statement of accounts of the Authority are measured using the currency of the primary economic environment in which the Authority operates (the "functional currency"). The statement of accounts is presented in Hong Kong dollar ("HK\$"), which is the Authority's functional and presentation currency.

2 主要會計政策(續)**(b) 編製基準(續)**

- (i) 於2014年4月1日或之後生效的準則、修改和詮釋

香港會計師公會已頒布多項於今年生效的新增及經修訂的《香港財務報告準則》。其中與帳目報表有關的發展如下：

- 《香港會計準則》第32號之修訂：「呈列——抵銷金融資產及金融負債」

《香港會計準則》第32號之修訂闡明抵銷金融工具之規定。由於該等修訂已經與管理局採納的政策一致，該等修訂對帳目報表並無影響。

- 《香港會計準則》第36號之修訂：「非金融資產的可回收金額之披露」

《香港會計準則》第36號之修訂修改了對已減值的非金融資產之披露規定。其中，修訂擴大了就已減值資產（其可回收金額乃按公允價值減去出售 / 註銷成本而釐訂）的披露要求。該等修訂對帳目報表並無影響。

- (ii) 仍未生效的準則、修改和詮釋

以下為與管理局有關之已頒布的準則，管理局必須在2015年4月1日或之後開始的會計年度或較後年度採納，而管理局並無提早採納：

- 《香港會計準則》第16號及《香港會計準則》第38號之修訂：「澄清可接受之折舊及攤銷方法」
- 《香港會計準則》第1號之修訂：「披露計劃」
- 《香港財務報告準則》第9號(2014)：「金融工具」
- 《香港財務報告準則》第15號：「客戶合約收益」

管理局已開始評估這等新訂或經修訂準則的影響，但現時未能說明這等準則會否對管理局的經營業績及財務狀況造成影響。

(c) 外幣換算

- (i) 功能和列報貨幣

管理局的帳目報表所列項目均以管理局所在的主要經濟環境的貨幣（「功能貨幣」）計量。帳目報表以港幣列報，港幣為管理局的功能貨幣及列報貨幣。

STATEMENT OF ACCOUNTS

帳目報表

NOTES TO THE STATEMENT OF ACCOUNTS (CONTINUED)

帳目報表附註(續)

FOR THE YEAR ENDED 31 MARCH 2015

截至2015年3月31日止年度

2 Significant accounting policies (Continued)**(c) Foreign currency translation (Continued)**

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit and loss account.

(d) Property, plant and equipment

Property, plant and equipment, other than assets under construction, are stated in the balance sheet at historical cost less accumulated depreciation and any impairment losses. The historical cost of an item of property, plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to the location and condition necessary for its intended use. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Authority and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the profit and loss account during the year in which they are incurred.

Depreciation is calculated on a straight-line basis to write off the cost of each item of property, plant and equipment over its estimated useful life, as follows:

| | |
|---|---------|
| Building | 7 years |
| Motor vehicles | 5 years |
| Leasehold improvements, furniture and equipment | 3 years |
| Computer equipment | 3 years |

Construction in progress is stated at cost less any accumulated impairment loss. Costs comprise direct costs of construction, such as materials, direct staff costs, production overheads, the initial estimate, where relevant, of the costs of dismantling and removing the items and restoring the site on which they are located. Capitalisation of these costs ceases and the asset concerned is transferred to the appropriate property, plant and equipment category when substantially all the activities necessary to prepare the asset for its intended use are completed.

No depreciation is provided for construction in progress.

The estimated useful life of an asset is reviewed annually.

The gain or loss arising from the retirement or disposal of an item of property, plant and equipment is determined as the difference between the net disposal proceeds and the carrying amount of the item and is recognised as income or expenditure in the profit and loss account on the date of retirement or disposal.

2 主要會計政策(續)**(c) 外幣換算(續)**

(ii) 交易及結餘

外幣交易按交易日或項目重新計量估值日的匯率換算為功能貨幣。結算此等交易產生的匯兌收益和虧損及以外幣計值的貨幣資產和負債按年終匯率折算所產生的匯兌收益和虧損則在損益表確認。

(d) 物業、廠房及設備

除在建工程外，物業、廠房及設備按歷史成本減累計折舊及減值虧損記入資產負債表。物業、廠房及設備項目的歷史成本包括其購買價及令資產運送至其運作地點及達致其現時營運狀況作擬定用途之直接成本。後續成本只有在很可能為管理局帶來與該項目有關的未來經濟利益，而該項目的成本能可靠計量時，才包括在資產的帳面值或確認為一項單獨資產(如適用)。所有其他維修和保養費用在其產生的年度內記入損益表。

物業、廠房及設備的折舊以直線法計算並按其估計可使用年期將成本分攤如下：

| | |
|--------------|----|
| 樓房 | 7年 |
| 汽車 | 5年 |
| 租賃物業裝修、傢具及設備 | 3年 |
| 電腦設備 | 3年 |

在建工程按成本減累計減值虧損入帳。成本主要包括工程直接成本，如材料、直接員工成本、生產經常開支、相關拆卸及移除項目及還原工地的初期估計成本。當資產投入擬定用途所需的絕大部分準備工作完成後，上述費用便會停止資本化，並轉列為適當的物業、廠房及設備類別。

在建工程不計提折舊。

各項資產的預計可使用年期於每年予以檢討。

報廢或出售物業、廠房及設備項目所產生的收益或虧損是以出售資產所得款項淨額與其帳面金額之間的差額釐定，並於報廢或出售日在損益表確認為收入或支出。

STATEMENT OF ACCOUNTS

帳目報表

NOTES TO THE STATEMENT OF ACCOUNTS (CONTINUED)

帳目報表附註(續)

FOR THE YEAR ENDED 31 MARCH 2015

截至2015年3月31日止年度

2 Significant accounting policies (Continued)**(e) Museum collections**

Museum collections acquired by purchase are stated at cost less any impairment losses while those acquired by donation are stated at nominal value. Capitalised artworks are not depreciated because they are deemed to have indefinite lives, but are subject to impairment reviews where damage or deterioration is reported.

(f) Intangible assets

Intangible assets are stated in the balance sheet at historical cost less accumulated amortisation and any impairment charges. Identifiable intangible assets with a finite useful life are amortised on a straight-line basis over their expected useful lives as follows:

| | |
|---|---------|
| Computer software, licences and systems | 3 years |
|---|---------|

Computer software, licences and systems in progress are stated at cost less any accumulated impairment loss. Costs mainly comprise system development expenditure and other direct costs attributable to the development of the system. Capitalisation of these costs ceases and the asset concerned is transferred to the appropriate intangible assets category when substantially all the activities necessary to prepare the asset for its intended use are completed.

No amortisation is provided for computer software, licences and systems in progress.

The estimated useful life of an intangible asset is reviewed annually.

(g) Financial assets or liabilities at fair value through profit or loss

The Authority has designated the placements with the Exchange Fund and has included the forward foreign exchange contracts under "financial assets or liabilities at fair value through profit or loss". The Authority determines the classification of its financial assets or liabilities at initial recognition, and such classification depends on the purpose for which the financial assets or liabilities are acquired.

Financial assets or liabilities at fair value through profit or loss are recognised when and only when the Authority becomes a party to the contractual provisions of the instruments and on a trade date basis. Financial assets or liabilities carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed to the profit and loss account. Financial assets or liabilities are derecognised when the rights to receive cash flows have expired or have been transferred and the Authority has transferred substantially all risks and rewards of ownership. Financial assets or liabilities at fair value through profit or loss are subsequently carried at fair value. Changes in fair value of financial assets or liabilities at fair value through profit or loss are recognised in the profit and loss account in the year in which they arise.

2 主要會計政策(續)**(e) 博物館藏品**

購買的博物館藏品按成本減去減值虧損入帳，捐贈的博物館藏品按象徵式價值入帳。資本化之藝術品因被視為具有無限之可用年期，故不計提折舊，惟發現藝術品有損壞或變質，會對其進行減值評估。

(f) 無形資產

無形資產按歷史成本減去累計攤銷及減值準備在資產負債表列帳。可識別的無形資產而其使用年期有限便會在其預計使用年內按直線法進行攤銷如下：

| | |
|-------------|----|
| 電腦軟體、使用權及系統 | 3年 |
|-------------|----|

發展中的電腦軟體、使用權及系統按成本減累計減值虧損入帳。成本主要包括發展系統開支以及系統發展中產生的其他直接成本。當資產投入擬定用途所需的絕大部分準備工作完成後，上述費用便會停止資本化，並轉列為適當的無形資產類別。

發展中的電腦軟體、使用權及系統不會進行攤銷。

無形資產的預計可使用年期於每年予以檢討。

(g) 以公允價值計量且其變動計入損益的金融資產或負債

管理局指定外匯基金存款及把遠期外匯合約列為「以公允價值計量且其變動計入損益的金融資產或負債」。管理局在初始確認金融資產或負債時決定其類別，此分類取決於購入該金融資產或負債的目的。

以公允價值計量且其變動計入損益的金融資產或負債乃按交易日之基準及於管理局成為該工具合約條文之其中一方時確認。以公允價值計量且其變動計入損益的金融資產或負債在初始時按公允價值確認，而交易成本則記入損益表。當收取現金流的權利已屆滿或已轉讓並且管理局已實質上轉讓所有風險和報酬的擁有權時，金融資產或負債即被終止確認。其後以公允價值計量且其變動計入損益的金融資產或負債按公允價值列帳。以公允價值計量且其變動計入損益的金融資產或負債的公允價值變動在年內於損益表確認。

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2 Significant accounting policies (Continued)**(h) Available-for-sale investments**

Available-for-sale investments are non-derivative financial assets that are either designated at this category or not classified in any of the other categories of financial assets. Available-for-sale investments are initially recognised at fair value. Transaction costs that are directly attributable to the acquisition of such assets are added to the initial fair value. If an available-for-sale financial asset has fixed or determinable payments and does not have an indefinite life, the transaction costs are amortised to profit or loss using the effective interest method. They are measured at fair value with changes in value recognised as a separate component of equity until the assets are sold, collected or otherwise disposed of, or until the assets are determined to be impaired, at which time the cumulative gain or loss previously reported in other comprehensive income shall be reclassified to profit or loss as a reclassification adjustment.

Investments are recognised or derecognised on the date the Authority commits to purchase or sell the investments or they expire.

(i) Bank interest receivables and other receivables, prepayments and deposits

Bank interest receivables and other receivables, prepayments and deposits are initially recognised at fair value and thereafter stated at amortised cost using the effective interest method, less any provision for impairment.

(j) Leases

A lease is classified as a finance lease whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

Rentals payable under operating leases are charged to profit or loss on a straight-line basis over the term of the relevant lease.

(k) Impairment of assets**(i) Property, plant and equipment, intangible assets and museum collections**

Internal and external sources of information are reviewed at each balance sheet date to identify indications that the property, plant and equipment and intangible assets may be impaired or an impairment loss previously recognised no longer exists or may have decreased.

The carrying amount of each item of museum collections is reviewed where there is an indication of impairment, for example where it has suffered physical deterioration or breakage or new doubts arise as to its authenticity.

If any such indication exists, the assets' recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount.

2 主要會計政策(續)**(h) 可供出售投資**

可供出售投資為指定可供出售或沒有被列入上述任何其他類別的非衍生金融工具。可供出售投資最初按公允價值列帳，有關購買該等資產所直接產生的交易費用計入其初始公允價值。如可供出售投資具固定或可釐定付款金額以及並非沒有設定持有期限，其交易成本按實際利率法在損益表攤銷。可供出售投資均按公允價值計量，公允價值之變動則被確認為權益中的一個組成部分，直至該等資產被出售、收取或另行處置為止，或直至該等資產被釐定將予減值為止，於此時，先前於其他全面收益中呈報之累積收益或虧損應作出分類調整並重新分類至損益表中。

可供出售投資在管理局承諾購買時被確認，而在出售或到期時被終止確認。

(i) 應收銀行利息及其他應收款、預付帳款及按金

應收銀行利息及其他應收款、預付帳款及按金最初按公允價值確認，其後按實際利率法計算的攤銷成本減去減值準備列帳。

(j) 租賃

如租賃條款幾乎把所有風險和報酬轉給承租人時，此項目便被歸類為融資租賃，除此以外的租賃便被歸類為營運租賃。

營運租賃之租金支出在有關租賃之租賃期內以直線法於損益表確認。

(k) 資產減值**(i) 物業、廠房及設備、無形資產及博物館藏品**

內部和外間資料在每個資產負債表結帳日會被審閱，以確定物業、廠房及設備和無形資產是否出現減值跡象，或以往確認的減值虧損是否已經不再存在或可能已經減少。

當存在減值跡象，例如博物館藏品出現自然退化或破損，或其真偽出現新的存疑情況，其資產帳面金額會被檢視。

如果出現任何這類跡象，便須估計資產的可收回數額。當資產帳面金額高於可收回數額，減值虧損便會被確認。

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2 Significant accounting policies (Continued)**(k) Impairment of assets (Continued)**

- (i) Property, plant and equipment, intangible assets and museum collections (Continued)

The recoverable amount of an asset is the greater of its net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of time value of money and the risks specific to the asset. Where the assets do not generate cash inflows largely independent of those from other assets, the recoverable amount is determined only for the cash-generating unit which is the smallest group of assets that includes the asset and generates cash inflows independently.

An impairment loss is reversed if there has been a positive change in the estimates used to determine the recoverable amount.

A reversal of impairment losses is limited to the assets' carrying amount that would have been determined had no impairment loss been recognised in previous years. Reversals of impairment losses are credited to the profit and loss account in the year in which the reversals are recognised.

- (ii) Available-for-sale investments

Available-for-sale investments are reviewed at each balance sheet date to determine whether there is objective evidence of impairment. If such evidence exists, the cumulative loss that has been recognised in the fair value reserve is reclassified to profit or loss as a reclassification adjustment. The amount of the cumulative loss that is recognised in profit or loss is the difference between the acquisition cost and current fair value, less any impairment loss on that asset previously recognised in profit or loss.

Impairment losses in respect of available-for-sale debt securities investments are reversed through profit or loss if the subsequent increase in fair value can be objectively related to an event occurring after the impairment loss was recognised in profit or loss.

- (iii) Bank interest receivables and other receivables, prepayments and deposits

A provision for impairment is established when there is objective evidence that the Authority will not be able to collect all amounts due according to the original terms of receivables. The amount of provision is the difference between the carrying amount of the financial asset and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the provision is recognised in the profit and loss account.

Such impairment loss is reversed in subsequent periods through the profit and loss account when an increase in the asset's recoverable amount can be related objectively to an event occurring after the impairment was recognised, subject to a restriction that the carrying amount of the asset at the date the impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised.

2 主要會計政策(續)**(k) 資產減值(續)**

- (i) 物業、廠房及設備、無形資產及博物館藏品(續)

資產的可收回數額是其淨售價與使用價值兩者中的較高者。在評估使用價值時，須以稅前折現率將預計其未來的現金流折算為現值，而採用的折現率則應反映當時市場評估的貨幣的時間價值和該資產的相關風險。如果資產所產生的現金流入基本上不能與其他資產所產生的現金流入獨立列項，可收回數額則以能產生獨立現金流入及包含該資產的最小資產類別(即現金產生單位)來釐定。

如果用作釐定可收回數額的估計出現利好變化，有關的減值虧損便會轉回。

所轉回的減值虧損僅限於在過往年度尚沒有確認任何減值虧損的資產帳面金額。所轉回的減值虧損在確認轉回的年度內計入損益表。

- (ii) 可供出售投資

於每個資產負債表結帳日會檢視可供出售投資是否有減值的客觀證據。如存在該等證據，公允價值儲備內確認之累積虧損須重新分類至損益表以作為一項重新分類調整。於損益表內確認之累積虧損為購買成本與現時公允價值之差額，並扣除過往已於損益表內為該資產確認之減值虧損。

倘其後公允價值之增加客觀上與確認減值虧損後發生之事件相關，有關的可供出售債務證券投資減值虧損會於損益表轉回。

- (iii) 應收銀行利息及其他應收款、預付帳款及按金

當有客觀證據顯示管理局將在應收帳款到期時未能依原定條款收回全數金額，便須設立呆壞帳減值準備。呆壞帳減值準備之金額按金融資產的帳面值與根據實際利率貼現的預計未來現金流現值之差額計算。呆壞帳減值準備數額在損益表被確認。

倘資產可收回數額之增加客觀上與確認減值後發生之事件有關，則減值虧損於往後年度在損益表轉回，惟資產於減值轉回當日之帳面值不得高於倘並未確認其減值時之攤銷成本。

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2 Significant accounting policies (Continued)**(l) Cash and cash equivalents**

Cash and cash equivalents represent short-term highly liquid investments which are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value. Cash and cash equivalents comprise cash at bank and in hand, and time deposits with original maturities of three months or less (other than restricted cash).

(m) Other liabilities

Payables and accruals are initially recognised at fair value and thereafter stated at amortised cost using the effective interest method unless the effect of discounting would be immaterial, in which case they are stated at cost.

Restricted cash donations are recognised as liabilities initially when the donations are received. Donations that compensate the Authority for expenses incurred are recognised as income in profit or loss on a systematic basis in the same periods in which the expenses are incurred. Donations that compensate the Authority for the cost of an asset are deducted from the carrying amount of the asset.

(n) Income recognition

Interest income from bank deposits and other financial assets is recognised on a time-apportioned basis using the effective interest method.

Dividend income from investments in bond funds ("fund investments") is recognised when the right to receive the dividend is established.

Changes in fair value of the placements with the Exchange Fund, fund investments and forward foreign exchange contracts, which are designated as "financial assets or liabilities at fair value through profit or loss", are recognised as income or loss in the profit and loss account in the year in which they arise.

(o) Employee benefits

Salaries, contract gratuity and annual leave entitlements are accrued in the year in which the employees render the associated services.

Contributions to Mandatory Provident Fund ("MPF") scheme are charged as expenditure on an accrual basis in the year in which the related employees render the associated services.

(p) Provisions and contingent liabilities

Provisions are recognised in the balance sheet when the Authority has a legal or constructive obligation of uncertain timing or amount as a result of a past event, and it is probable that the Authority will require an outflow of economic benefits to settle the obligation and the amount can be estimated reliably. Where the time value of money is material, provisions are stated at the present value of the expenditure expected to settle the obligation.

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events, are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

2 主要會計政策(續)**(l) 現金及現金等價物**

現金及現金等價物乃短期高流動性的投資，此等投資可隨時換算為已知悉的現金數額而其價值變動之風險甚低。現金及現金等價物包括銀行存款、現金及原到期日三個月或以內之定期存款(受限制現金除外)。

(m) 其他負債

應付款及應計帳款最初按公允價值入帳，其後以實際利率法計算的攤銷成本入帳；如果貼現計算的影響並不重大，則按成本入帳。

受限制現金捐贈在收到捐款時初始被確認為負債。當捐贈是用於補償管理局所產生費用時，該捐贈按相關費用產生時在相同期間有系統地於損益表確認為收入。然而，用於補償管理局資產成本的捐贈則從相關資產的帳面值扣除。

(n) 收入確認

銀行存款及其他金融資產之利息收入以實際利率法按時間比例基準被確認。

債券基金投資(「基金投資」)的股息收入於收取股息之權利確立時被確認。

被指定為「以公允價值計量且其變動計入損益的金融資產或負債」的外匯基金存款、基金投資及遠期外匯合約的公允價值變動在其產生年度之損益表被確認為收入或虧損。

(o) 僱員福利

薪金、約滿酬金及可享有的年假是在僱員提供相關服務的年度內累計。

強積金供款是在相關僱員提供服務的年度內累計為費用。

(p) 準備金及或有負債

當管理局須就已發生的事件承擔法律或推定責任，並能可靠地估計用來償付此等責任所引致的經濟利益外流時，管理局會為該時間或數額不定的負債在資產負債表中計提準備金。若現金貼現之影響重大，則按預計所需支出的現值計提準備金。

如果經濟利益外流的可能性較低，或無法對有關數額作出可靠的評估，則會披露該責任為或有負債，除非引致經濟利益外流的可能性極低。如須視乎一個或多個未來事件發生與否才能確定其是否存在的或有責任，亦會披露為或有負債，除非經濟利益外流的可能性極低。

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3 Other investment income / (loss)

3 其他投資收入 / (虧損)

| | | 2015 HK\$'000 港幣千元 | 2014 HK\$'000 港幣千元 |
|--|----------------|--------------------------|--------------------------|
| Fund investments (note a) | 基金投資(註解a) | | |
| Dividend income from fund investments | 基金投資之股息收入 | - | 4,942 |
| Net fair value loss on fund investments | 基金投資之公允價值虧損淨額 | - | (33,092) |
| | | - | (28,150) |
| Bond investments (note b) | 債券投資(註解b) | | |
| Interest income from held-to-maturity investments | 持有至期滿的投資之利息收入 | - | 4,365 |
| Interest income from available-for-sale investments | 可供出售投資之利息收入 | 799 | 157 |
| Net losses on disposal of held-to-maturity investments | 出售持有至期滿的投資虧損淨額 | - | (261) |
| | | 799 | 4,261 |
| | | 799 | (23,889) |

Notes:

- (a) During the year ended 31 March 2014, the Authority disposed of all its fund investments.
- (b) During the year ended 31 March 2014, held-to-maturity investments of HK\$137 million and HK\$283 million matured and were sold before maturity respectively. The remaining investment of HK\$10 million, which is a debt security with original maturity period of three years and is denominated in HK\$, was reclassified from held-to-maturity investments to available-for-sale investments.

註解:

- (a) 在截至2014年3月31日止年度內，管理局已出售其所有基金投資。
- (b) 在截至2014年3月31日止年度內，持有至期滿投資分別有1億3千7百萬港元到期及2億8千3百萬港元於到期前出售。餘下之1千萬港元的債務證券投資，被重新由持有至期滿的投資分類為可供出售投資，此投資之原到期日為三年，並以港元計值。

4 Staff costs

Staff costs for employees directly hired by the Authority and a secondee from the Government of HKSAR are as follows:

4 員工成本

管理局直接聘請的僱員和香港特別行政區政府借調的員工之成本如下:

| | | 2015 HK\$'000 港幣千元 | 2014 HK\$'000 港幣千元 |
|--|-----------------------|--------------------------|--------------------------|
| Salaries, contract gratuity and other benefits | 薪金、約滿酬金及其他福利 | 153,790 | 121,659 |
| Contributions to MPF scheme | 強積金計劃供款 | 2,858 | 1,986 |
| Total staff costs | 員工成本總額 | 156,648 | 123,645 |
| Less: Direct staff costs capitalised (note 2(d)) | 減: 資本化的直接員工成本(附註2(d)) | (48,456) | (39,855) |
| | | 108,192 | 83,790 |
| Representing: | 代表: | | |
| Salaries, contract gratuity and other benefits | 薪金、約滿酬金及其他福利 | 106,180 | 82,426 |
| Contributions to MPF scheme | 強積金計劃供款 | 2,012 | 1,364 |
| | | 108,192 | 83,790 |

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5 Board / Committee / Consultation Panel members' remuneration

The Chairman and members of the Board of the Authority, its Committees and the Consultation Panel of the Authority were not entitled to any remuneration for their services rendered to the Authority.

6 Remuneration of Chief Executive Officer and Executive Directors

Remuneration received and receivable by Chief Executive Officer and Executive Directors are as follows:

5 董事局 / 委員會 / 諮詢會成員酬金

董事局及其下委員會以及諮詢會之主席及成員就其向管理局提供的服務並不收取任何酬金。

6 行政總裁及行政總監酬金

行政總裁及行政總監已收取及應收之酬金如下：

| | | Chief Executive Officer (note a) 行政總裁(註解a) | Executive Directors (note b) 行政總監(註解b) | Total 總計 |
|-------------------------------|---------|---|---|------------------|
| | | HK\$'000 港幣千元 | HK\$'000 港幣千元 | HK\$'000 港幣千元 |
| 2015 | | | | |
| Salaries and other emoluments | 薪酬及其他酬金 | 5,433 | 15,485 | 20,918 |
| Contract gratuity | 約滿酬金 | 328 | 2,186 | 2,514 |
| Contributions to MPF scheme | 強積金計劃供款 | 18 | 86 | 104 |
| | | 5,779 | 17,757 | 23,536 |
| 2014 | | | | |
| Salaries and other emoluments | 薪酬及其他酬金 | 5,333 | 16,920 | 22,253 |
| Contract gratuity | 約滿酬金 | 1,050 | 2,286 | 3,336 |
| Contributions to MPF scheme | 強積金計劃供款 | 15 | 93 | 108 |
| | | 6,398 | 19,299 | 25,697 |

Notes:

- (a) Chief Executive Officer was entitled to contract gratuity up to 24 July 2014.
- (b) Executive Directors comprise Chief Operating Officer (from 6 October 2014), Executive Directors – Communications & Marketing (up to 1 August 2013), Finance, Human Resources, M+, Performing Arts, Project Delivery and General Counsel.

註解：

- (a) 行政總裁獲享約滿酬金至2014年7月24日。
- (b) 行政總監分別為營運總裁(由2014年10月6日起)、行政總監——傳訊及推廣(至2013年8月1日止)、財務、人力資源、M+、表演藝術、項目推展及總法律顧問。

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6 Remuneration of Chief Executive Officer and Executive Directors (Continued)

The remuneration of Chief Executive Officer and Executive Directors are shown in the ranges as follows:

| | | 2015 Number of individuals 人數 | 2014 Number of individuals 人數 |
|-------------------------------|-------------------------|--|--|
| HK\$6,000,001 – HK\$6,500,000 | 6,000,001港元至6,500,000港元 | – | 1 |
| HK\$5,500,001 – HK\$6,000,000 | 5,500,001港元至6,000,000港元 | 1 | – |
| HK\$3,500,001 – HK\$4,000,000 | 3,500,001港元至4,000,000港元 | 1 | – |
| HK\$3,000,001 – HK\$3,500,000 | 3,000,001港元至3,500,000港元 | 1 | 3 |
| HK\$2,500,001 – HK\$3,000,000 | 2,500,001港元至3,000,000港元 | 3 | 3 |
| HK\$2,000,000 or below | 2,000,000港元或以下 | 3 | 1 |
| | | 9 | 8 |

6 行政總裁及行政總監酬金(續)

行政總裁及行政總監之酬金範圍如下：

7 Other operating expenses

| | | 2015 HK\$'000 港幣千元 | 2014 HK\$'000 港幣千元 |
|----------------------------------|---------|--------------------------|--------------------------|
| Programming and activities costs | 節目和活動費用 | 22,260 | 25,799 |
| Consultancy fees | 顧問費用 | 24,361 | 48,549 |
| Operating lease payments | 營運租賃費用 | 23,205 | 18,209 |
| Site facility management | 場地設施管理 | 9,161 | 15,847 |
| Depreciation and amortisation | 折舊及攤銷 | 7,648 | 7,045 |
| Audit fee | 核數師酬金 | 99 | 94 |
| Others (note) | 其他(註解) | 56,968 | 45,219 |
| | | 143,702 | 160,762 |

7 其他營運費用

Note:

The expenses included mainly storage and conservation facilities costs for museum collections, advertising and promotion expenses, recruitment costs and legal fees.

註解：

其他支出主要包括博物館藏品儲存及保藏設施費用、廣告及公關費用、招聘成本及法律費用。

8 Taxation

Pursuant to Section 41(1) of the WKCD Ordinance, the Authority is exempt from taxation under the Inland Revenue Ordinance, Cap. 112. Pursuant to Section 41(2) of the WKCD Ordinance, the Authority is also exempt from stamp duty under the Stamp Duty Ordinance, Cap. 117 in respect of any instrument relating to (a) the conveyance of any immovable property under which the beneficial interest of the property passes by way of gift to the Authority; or (b) the transfer of any stock within the meaning of the Stamp Duty Ordinance, under which the beneficial interest of the stock passes by way of gift to the Authority.

8 稅項

根據條例第41(1)條，管理局獲豁免而毋須根據《稅務條例》(第112章)繳稅。根據條例第41(2)條，管理局亦就關於以下事項的文書獲得豁免，而毋須根據《印花稅條例》(第117章)繳交印花稅：(a)任何不動產的轉易，而根據該轉易，該不動產的實益權益是以饋贈方式轉移給管理局的；或(b)任何《印花稅條例》所指的證券轉讓，而根據該轉讓，該證券的實益權益是以饋贈方式轉移給管理局的。

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FOR THE YEAR ENDED 31 MARCH 2015

截至2015年3月31日止年度

9 Property, plant and equipment

9 物業、廠房及設備

| | | Building 樓房 HK\$'000 港幣千元 | Motor vehicles 汽車 HK\$'000 港幣千元 | Leasehold improvements, furniture and equipment 租賃物業 裝修、傢具 及設備 HK\$'000 港幣千元 | Computer equipment 電腦設備 HK\$'000 港幣千元 | Construction in progress (note) 在建工程 (註解) HK\$'000 港幣千元 | Total 總計 HK\$'000 港幣千元 |
|---------------------------------|-------------|------------------------------------|---|--|---|---|---------------------------------|
| 2015 | | | | | | | |
| Cost | 成本 | | | | | | |
| At 1 April 2014 | 於2014年4月1日 | - | 496 | 11,299 | 6,525 | 477,199 | 495,519 |
| Additions | 增置 | - | 283 | 827 | 1,145 | 650,478 | 652,733 |
| Transfers | 轉撥 | 29,956 | - | 181 | 576 | (30,713) | - |
| Disposals | 出售 / 註銷 | - | - | - | (90) | - | (90) |
| | | | | | | | |
| At 31 March 2015 | 於2015年3月31日 | 29,956 | 779 | 12,307 | 8,156 | 1,096,964 | 1,148,162 |
| Accumulated depreciation | | | | | | | |
| | 累計折舊 | | | | | | |
| At 1 April 2014 | 於2014年4月1日 | - | 339 | 10,035 | 4,245 | - | 14,619 |
| Charge for the year | 年內折舊 | 2,139 | 113 | 1,052 | 1,311 | - | 4,615 |
| Written back on disposals | 出售 / 註銷後撥回 | - | - | - | (90) | - | (90) |
| | | | | | | | |
| At 31 March 2015 | 於2015年3月31日 | 2,139 | 452 | 11,087 | 5,466 | - | 19,144 |
| Net book value | | | | | | | |
| | 帳面淨值 | | | | | | |
| At 31 March 2015 | 於2015年3月31日 | 27,817 | 327 | 1,220 | 2,690 | 1,096,964 | 1,129,018 |
| 2014 | | | | | | | |
| Cost | 成本 | | | | | | |
| At 1 April 2013 | 於2013年4月1日 | - | 496 | 10,670 | 5,404 | 60,332 | 76,902 |
| Additions | 增置 | - | - | 75 | 879 | 417,663 | 418,617 |
| Transfers | 轉撥 | - | - | 554 | 242 | (796) | - |
| | | | | | | | |
| At 31 March 2014 | 於2014年3月31日 | - | 496 | 11,299 | 6,525 | 477,199 | 495,519 |
| Accumulated depreciation | | | | | | | |
| | 累計折舊 | | | | | | |
| At 1 April 2013 | 於2013年4月1日 | - | 239 | 6,434 | 2,973 | - | 9,646 |
| Charge for the year | 年內折舊 | - | 100 | 3,601 | 1,272 | - | 4,973 |
| | | | | | | | |
| At 31 March 2014 | 於2014年3月31日 | - | 339 | 10,035 | 4,245 | - | 14,619 |
| Net book value | | | | | | | |
| | 帳面淨值 | | | | | | |
| At 31 March 2014 | 於2014年3月31日 | - | 157 | 1,264 | 2,280 | 477,199 | 480,900 |

Note:

The net book value of construction in progress included mainly the costs incurred for the design and construction of Xiqu Centre, M+ Museum and the Park.

註解:

在建工程的帳面淨值主要包括戲曲中心、M+博物館及公園之設計及工程費用。

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10 Museum collections

10 博物館藏品

| | | 2015 HK\$'000 港幣千元 | 2014 HK\$'000 港幣千元 |
|-------------------------------|-------------|--------------------------|--------------------------|
| Cost | 成本 | | |
| At 1 April | 於4月1日 | 256,616 | 187,860 |
| Additions | 增置 | 113,743 | 68,756 |
| | | <u>370,359</u> | <u>256,616</u> |
| At 31 March | 於3月31日 | | |
| Accumulated impairment | 累計減值 | | |
| At 1 April | 於4月1日 | - | - |
| Charge for the year | 年內減值 | - | - |
| | | <u>-</u> | <u>-</u> |
| At 31 March | 於3月31日 | | |
| Net book value | 帳面淨值 | | |
| At 31 March | 於3月31日 | <u>370,359</u> | <u>256,616</u> |

Notes:

- (a) The Authority is in the process of establishing the M+ Collections Trust (the "Collections Trust") to hold the legal interest in the M+ Museum's collection of artworks. Among the acquisitions made in the year ended 31 March 2013, the Authority entered into a transaction with two agreements signed, one agreement to acquire 47 pieces of contemporary Chinese artworks (the "Purchased Works") at a cost of around HK\$180 million from Dr. Ulrich Adolf Sigg (the "Seller" or "Donor") and another agreement to receive a donation of 1,463 pieces of contemporary Chinese artworks (the "Donated Works") as a gift from Stiftung für Chinesische Gegenwartskunst ("Chinese Contemporary Art Foundation") & Dr. Ulrich Adolf Sigg. This is treated as a single transaction upon the contemporaneous completion of the Deed of Sale and Purchase and Deed of Gift. The transaction includes a condition that the Seller / Donor may at his sole discretion upon demand require the Authority or the Trustees of the Collections Trust to re-sell the Purchased Works to the Seller at the price paid by the Authority / transfer the ownership and possession of the Donated Works to the Donor in the event that the opening of the M+ facility in its major part shall be delayed beyond the year 2019 or that either or both the Authority or the Collections Trust is / are terminated or dissolved for any purpose other than reorganisation of any of the Authority, the Collections Trust or the M+ Museum.

The Donated Works were valued at around HK\$1.3 billion with reference to a valuation report prepared by an independent valuer in May 2012.

- (b) During the year, restricted cash donations of HK\$1.0 million (2014: HK\$Nil) were received from a donor for acquisition of museum collections. As at 31 March 2015, an amount of HK\$0.4 million (2014: HK\$Nil) was utilised for acquisition of museum collections and the remaining donations of HK\$0.6 million (2014: HK\$Nil) was recognised in other liabilities as disclosed in note 16. The carrying amount of such museum collections are stated at nominal value in accordance with the accounting policy in note 2(e).

註解:

- (a) 管理局正在成立M+ 藏品信託(「藏品信託」)以持有M+ 博物館藏品之法定權益。於截至2013年3月31日止年度增添的藏品中,管理局在一項交易中簽署了兩份協議,其中一項協議,以約港幣1億8千萬港元,向烏利·希克博士(「賣方」或「捐贈方」)購買47件當代中國藝術品(「購買作品」),另一項協議則接收由中國當代藝術基金會和烏利·希克博士捐贈的1,463件當代中國藝術品(「捐贈作品」)。這被視為一項交易乃因買賣契約及捐贈契約須同時履行。這項交易包括一項制約,若M+設施之主要部分的開幕日期被延遲至2019年以後,或者管理局及/或藏品信託被終止或解散(管理局、藏品信託或M+博物館之重組除外),賣方/捐贈方可自行決定要求管理局或藏品信託的受託人把購買作品以購買價格售回給賣方/把捐贈作品的擁有權及管有權轉回給捐贈方。

參考獨立拍賣行於2012年5月之估價報告,此批捐贈作品價值約13億港元。

- (b) 於本年度,管理局收取一位捐贈者1百萬港元(2014年:無)受限制現金捐贈,作為購買博物館藏品之用。截至2015年3月31日,4拾萬港元(2014年:無)已用於購買博物館藏品,其餘6拾萬港元捐贈(2014年:無)確認為其他負債(於附註16披露)。按照會計政策附註2(e)所定,相關博物館藏品的帳面值以象徵式價值列帳。

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11 Intangible assets

11 無形資產

| | | Computer software, licences and systems 電腦軟體、 使用權及系統 HK\$'000 港幣千元 | Computer software, licences and systems in progress 發展中的電腦軟體、 使用權及系統 HK\$'000 港幣千元 | Total 總計 HK\$'000 港幣千元 |
|---------------------------------|-------------|--|--|---------------------------------|
| 2015 | | | | |
| Cost | 成本 | | | |
| At 1 April 2014 | 於2014年4月1日 | 7,787 | 1,434 | 9,221 |
| Additions | 增置 | 1,983 | 1,465 | 3,448 |
| Transfers | 轉撥 | 1,977 | (1,977) | - |
| | | | | |
| At 31 March 2015 | 於2015年3月31日 | 11,747 | 922 | 12,669 |
| Accumulated amortisation | 累計攤銷 | | | |
| At 1 April 2014 | 於2014年4月1日 | 2,784 | - | 2,784 |
| Charge for the year | 年內攤銷 | 3,033 | - | 3,033 |
| | | | | |
| At 31 March 2015 | 於2015年3月31日 | 5,817 | - | 5,817 |
| Net book value | 帳面淨值 | | | |
| At 31 March 2015 | 於2015年3月31日 | 5,930 | 922 | 6,852 |
| 2014 | | | | |
| Cost | 成本 | | | |
| At 1 April 2013 | 於2013年4月1日 | 4,945 | 394 | 5,339 |
| Additions | 增置 | 119 | 3,763 | 3,882 |
| Transfers | 轉撥 | 2,723 | (2,723) | - |
| | | | | |
| At 31 March 2014 | 於2014年3月31日 | 7,787 | 1,434 | 9,221 |
| Accumulated amortisation | 累計攤銷 | | | |
| At 1 April 2013 | 於2013年4月1日 | 712 | - | 712 |
| Charge for the year | 年內攤銷 | 2,072 | - | 2,072 |
| | | | | |
| At 31 March 2014 | 於2014年3月31日 | 2,784 | - | 2,784 |
| Net book value | 帳面淨值 | | | |
| At 31 March 2014 | 於2014年3月31日 | 5,003 | 1,434 | 6,437 |

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NOTES TO THE STATEMENT OF ACCOUNTS (CONTINUED)

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12 Financial assets / (liabilities) at fair value through profit or loss

12 以公允價值計量且其變動計入損益的金融資產 / (負債)

| | | Note | 2015 | 2014 |
|--------------------------------------|-----------|------|-------------------|------------|
| | | 註解 | HK\$'000 | HK\$'000 |
| | | | 港幣千元 | 港幣千元 |
| Assets | 資產 | | | |
| Non-current portion | 非流動部分 | | | |
| - Placements with the Exchange Fund | - 外匯基金存款 | (a) | 7,917,275 | 14,539,548 |
| Current portion | 流動部分 | | | |
| - Placements with the Exchange Fund | - 外匯基金存款 | (a) | 7,215,645 | - |
| - Forward foreign exchange contracts | - 遠期外匯合約 | (b) | 7,640 | 50,189 |
| | | | 7,223,285 | 50,189 |
| | | | 15,140,560 | 14,589,737 |
| Liabilities | 負債 | | | |
| Current portion | 流動部分 | | | |
| - Forward foreign exchange contracts | - 遠期外匯合約 | (b) | (6,650) | - |

(a) Placements with the Exchange Fund

As at 31 March 2015, the balance of the placements with the Exchange Fund amounted to HK\$15,133 million (2014: HK\$14,540 million), being the total principal sums of HK\$13,800 million (2014: HK\$13,800 million) plus interests credited but not yet withdrawn at the balance sheet date. The placements, by way of credit facilities entered into between the Authority and Hong Kong Monetary Authority ("HKMA"), have a term of six years from the respective dates of placements, during which time the Authority would not be able to withdraw the principal amounts. The principal amounts of HK\$6,500 million, HK\$3,500 million and HK\$3,800 million will be repaid by HKMA in January 2016, July 2016 and October 2019 respectively.

The rate of return on the placements, which is determined annually in January and payable annually in arrears on 31 December, is calculated on the basis of the average annual rate of return on the Investment Portfolio of the Exchange Fund over the past six years or the average annual yield of three-year Exchange Fund Notes in the previous year (subject to a minimum of zero percent), whichever is the higher. This rate has been fixed at 5.0%, 3.6% and 5.5% per annum for January to December 2013, 2014 and 2015 respectively.

The Authority has designated the placements with the Exchange Fund as "financial assets at fair value through profit or loss". The financial assets are denominated in HK\$.

(a) 外匯基金存款

於2015年3月31日，存放於外匯基金之存款結餘為151億3千3百萬港元(2014年：145億4千萬港元)，其中包括總本金金額138億港元(2014年：138億港元)及於資產負債表結帳日計入但未被提取之利息收入。根據管理局與香港金融管理局(「金管局」)的信貸安排，存款期以個別存款日起計為期6年，期間管理局不能提取其本金，當中的65億港元、35億港元及38億港元之本金分別於2016年1月、2016年7月及2019年10月到期。

存款的回報率在每年1月釐定並於每年12月31日收取回報。回報率的計算基準是按外匯基金的投資組合在過去6年的平均年度投資回報率或3年期外匯基金債券在上一個年度的平均年度收益率(以0%為下限)，以兩者中較高者為準。2013年1月至12月、2014年1月至12月及2015年1月至12月之回報率分別已定為年率5.0%、3.6%及5.5%。

管理局將外匯基金存款指定為「以公允價值計量且其變動計入損益的金融資產」。此金融資產以港幣計值。

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12 Financial assets / (liabilities) at fair value through profit or loss (Continued)**(b) Forward foreign exchange contracts**

The Authority has entered into a number of forward foreign exchange contracts. The net aggregate fair value loss (2014: gain) on such contracts was mostly equal to the decrease (2014: increase) in the net aggregate exchange loss and increase (2014: decrease) in interest income on bank deposits made in the swap deposit transactions.

The notional principal amounts of outstanding forward foreign exchange contracts were equivalent to HK\$2,949 million (2014: HK\$3,445 million) in total when translating foreign currency amounts using spot rates at the balance sheet date. The maturities of the contracts fall within one year subsequent to the balance sheet date.

As at 31 March 2015, the fair value of the forward foreign exchange contracts was calculated as the present value of expected future cash flows relating to the difference between the contract rates and the market forward rates at the balance sheet date.

13 Other financial assets

As at 31 March 2015, the fair value of the available-for-sale investments was HK\$64.7 million (2014: HK\$10.1 million), which was based on the valuation provided by the custodians.

12 以公允價值計量且其變動計入損益的金融資產 / (負債)(續)**(b) 遠期外匯合約**

管理局訂立多份遠期外匯合約。此等合約之公允價值虧損(2014年：收益)淨額與掉期存款交易有關的匯兌虧損淨額減少(2014年：增加)及銀行存款利息收入增加(2014年：減少)相若。

尚未到期的遠期外匯合約之名義本金以資產負債表結帳日現貨匯率換算折合為29億4千9百萬港元(2014年：34億4千5百萬港元)。該等合約到期日為資產負債表結帳日後1年內。

於2015年3月31日，遠期外匯合約的公允價值是按資產負債表結帳日的合約匯率與市場遠期匯率之差額估計相關的未來現金流現值。

13 其他金融資產

於2015年3月31日，根據託管人提供之估值，可供出售投資之公允價值為6千4百7拾萬港元(2014年：1千零1拾萬港元)。

| | | 2015 HK\$'000 港幣千元 | 2014 HK\$'000 港幣千元 |
|------------------------------------|----------|--------------------------|--------------------------|
| Available-for-sale debt securities | 可供出售債務證券 | | |
| – Listed in Hong Kong | – 在香港上市 | 54,681 | – |
| – Unlisted | – 非上市 | 10,051 | 10,109 |
| | | 64,732 | 10,109 |
| Current portion | 流動部分 | 10,051 | – |
| Non-current portion | 非流動部分 | 54,681 | 10,109 |
| | | 64,732 | 10,109 |

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14 Other receivables, prepayments and deposits

14 其他應收款、預付帳款及按金

| | | 2015 HK\$'000 港幣千元 | 2014 HK\$'000 港幣千元 |
|--|--------------------|--------------------------|--------------------------|
| Amount due from the Government of HKSAR (note) | 應收香港特別行政區政府之金額(註解) | 20,047 | 14,815 |
| Rental deposits | 租賃按金 | 4,670 | 4,792 |
| Others | 其他 | 1,155 | 2,165 |
| | | 25,872 | 21,772 |

Note:

The Authority entered into several agreements with the Government for carrying out government entrustment works. The Authority agreed with the Government to receive reimbursements from the Government or entrust some WKCDA construction works to offset the balance.

註解:

管理局與香港特別行政區政府達成協議，以進行數項政府委託工程。管理局與政府同意，管理局將獲政府償還已支付的款項或以委託政府進行部分管理局的建設工程作抵銷結餘。

15 Cash and bank balances

15 現金及銀行結餘

| | | 2015 HK\$'000 港幣千元 | 2014 HK\$'000 港幣千元 |
|--|------------------|--------------------------|--------------------------|
| Time deposits with original maturities over three months | 原到期日超過三個月之定期存款 | 8,508,815 | 9,088,116 |
| Time deposits with original maturities of three months or less | 原到期日為三個月或以內之定期存款 | 13,000 | 2,250 |
| Cash at bank and in hand | 銀行存款和現金 | 3,790 | 2,833 |
| Cash and bank balances | 現金及銀行結餘 | 8,525,605 | 9,093,199 |
| Less: Time deposits with original maturities over three months | 減：原到期日超過三個月之定期存款 | (8,508,815) | (9,088,116) |
| Restricted cash (note) | 受限制現金(註解) | (593) | - |
| Cash and cash equivalents | 現金及現金等價物 | 16,197 | 5,083 |

Note:

As at 31 March 2015, restricted cash donations of HK\$0.6 million (2014: HK\$Nil) included in bank balances were designated by the donor for the purpose of collection acquisition.

註解:

於2015年3月31日，銀行結餘內之6拾萬港元(2014年：無)乃捐贈者指定為購買博物館藏品之用的受限制現金捐贈。

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16 Other liabilities

16 其他負債

| | | 2015 HK\$'000 港幣千元 | 2014 HK\$'000 港幣千元 |
|---|----------------|--------------------------|--------------------------|
| Payables and accruals for construction contracts | 工程合約之應付款及應計帳款 | 225,370 | 42,387 |
| Provision for annual leave entitlements and MPF contributions | 可享有的年假準備及強積金供款 | 2,920 | 2,364 |
| Accrued contract gratuity | 應付約滿酬金 | 9,499 | 9,487 |
| Deposits received | 已收按金 | 1,081 | 1,403 |
| Restricted cash donations received | 已收受限制現金捐贈 | 593 | - |
| Other payables and accruals | 其他應付款及應計帳款 | 44,246 | 34,835 |
| | | 283,709 | 90,476 |

17 Capital and reserves

17 資金及儲備

(a) Capital

(a) 資金

On 4 July 2008, the Finance Committee of the Legislative Council of HKSAR approved an upfront endowment of HK\$21.6 billion to the Authority for developing WKCD.

於2008年7月4日，香港特別行政區立法會財務委員會通過一筆過撥款216億港元給予管理局以發展西九。

Pursuant to Section 22(2) of the WKCDA Ordinance, the Authority shall (a) manage its finances (including resources) with due care and diligence; and (b) ensure the financial sustainability of the operation and management of arts and cultural facilities, related facilities and ancillary facilities.

根據條例第22(2)條，管理局須(a)以應有的謹慎和盡其應盡的努力，管理其財政(包括資源)；及(b)確保營運和管理藝術文化設施、相關設施及附屬設施在財務上的可持續性。

(b) Fair value reserve

(b) 公允價值儲備

The fair value reserve comprises the cumulative net change in the fair value of available-for-sale investments held at balance sheet date and is dealt with in accordance with the accounting policies in notes 2(h) and 2(k)(ii).

公允價值儲備包括於資產負債表結帳日持有之可供出售投資之公允價值累計變動淨額，並按照附註2(h)及2(k)(ii)的會計政策處理。

18 Banking facilities

18 銀行信貸安排

The Authority has uncommitted money market line facilities of HK\$250 million (2014: HK\$250 million). Interest is payable on amounts drawn down at a rate related to Hong Kong Inter-bank Offered Rate. There was no outstanding balance as at 31 March 2015 and 31 March 2014.

管理局簽訂了一項價值2億5千萬港元(2014年：2億5千萬港元)之無承諾貨幣市場信貸安排。利息以香港銀行同業拆息按已支用金額計算。於2015年3月31日及2014年3月31日並無支用信貸餘額。

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19 Commitments

(a) Operating lease commitments

Commitments for total future minimum lease payments under non-cancellable operating leases are as follows:

| | | 2015 HK\$'000 港幣千元 | 2014 HK\$'000 港幣千元 |
|--------------------------------|-----------|--------------------------|--------------------------|
| Land and buildings | 土地及樓房 | | |
| – within one year | – 一年內 | 18,250 | 17,310 |
| – in the second to fifth years | – 第二至第五年間 | 13,238 | 29,124 |
| | | <u>31,488</u> | <u>46,434</u> |
| Other assets | 其他資產 | | |
| – within one year | – 一年內 | 30 | 239 |
| | | <u>31,518</u> | <u>46,673</u> |

(b) Capital commitments

Commitments in respect of capital expenditures on property, plant and equipment, intangible assets and museum collections are as follows:

| | | 2015 HK\$'000 港幣千元 | 2014 HK\$'000 港幣千元 |
|-----------------------------------|------------|--------------------------|--------------------------|
| Contracted but not provided for | 已簽約但未撥備 | | |
| – Property, plant and equipment | – 物業、廠房及設備 | 3,382,835 | 899,428 |
| – Museum collections | – 博物館藏品 | 2,865 | 5,071 |
| – Intangible assets | – 無形資產 | 487 | 1,428 |
| | | <u>3,386,187</u> | <u>905,927</u> |
| Authorised but not contracted for | 已批准但未簽約 | | |
| – Property, plant and equipment | – 物業、廠房及設備 | 107,151 | – |
| – Museum collections | – 博物館藏品 | 115,063 | 48,581 |
| – Intangible assets | – 無形資產 | 11,236 | – |
| | | <u>233,450</u> | <u>48,581</u> |

19 承擔

(a) 營運租賃承擔

不可註銷之營運租賃之未來最低租金承擔總額如下：

(b) 資本承擔

為物業、廠房及設備、無形資產及博物館藏品資本開支的承擔如下：

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20 Material related party transactions

Parties are considered to be related to the Authority if the parties have the ability, directly or indirectly, to control the Authority or exercise significant influence over the Authority in making financial and operating decisions, or vice versa. For the purpose of the statement of accounts, transactions between the Authority and Government departments, agencies or Government controlled entities, other than those transactions such as the payment of government rent and rates, fees etc. that arise in the normal dealings between the Government and the Authority, are considered to be related party transactions. Related parties also include key management personnel having authority and responsibility for planning, directing and controlling the activities of the Authority.

During the year, the Authority had the following transactions with related parties:

(a) Key management personnel remuneration

Remuneration of Chief Executive Officer and Executive Directors is as follows:

| | | 2015 HK\$'000 港幣千元 | 2014 HK\$'000 港幣千元 |
|--|-------------------|--------------------------|--------------------------|
| Chief Executive Officer and Executive Directors' remuneration (note 6) | 行政總裁及行政總監酬金 (附註6) | 23,536 | 25,697 |

(b) Other related party transactions

| | | 2015 HK\$'000 港幣千元 | 2014 HK\$'000 港幣千元 |
|---|-----------------------|--------------------------|--------------------------|
| Income from placements with the Exchange Fund (note 12(a)) | 外匯基金存款收入 (附註12(a)) | 593,372 | 594,592 |
| Salaries and related costs of a secondees from the Government of HKSAR | 香港特別行政區政府借調員工之薪金及有關成本 | 932 | 122 |
| Reimbursements received from the Government of HKSAR for carrying out some government entrusted works | 收取香港特別行政區政府有關委託工程之償付 | 30,414 | 469 |

21 Financial risk management

(a) Financial risk factors

Risk management is carried out by the Authority under approved policies. The Authority identifies and evaluates financial risks, and provides written principles for overall risk management. A treasury team in Finance Department is dedicated to the day-to-day management and investment of the funds.

20 重大關聯方交易

如另一方能夠直接或間接控制或行使重大影響力於管理局的財務和營運決策，該另一方可視為管理局的關聯方，反之亦然。就本帳目報表之編訂，管理局與政府部門、機構或政府控制實體之間的交易，除政府與管理局的一般交易如支付地租、差餉及費用等外，均視作關聯方交易。關聯方亦包括具有策劃、督導及控制管理局活動權限及職能的關鍵管理人員。

於本年度，管理局與關聯方進行以下交易：

(a) 關鍵管理人員酬金

行政總裁及行政總監酬金如下：

(b) 其他關聯方交易

21 財務風險管理

(a) 財務風險因素

管理局根據既定政策進行風險管理。管理局識別及評估財務風險，及提供書面原則以作整體的風險管理。財務部門之庫務組乃專注負責日常資金管理及投資事項。

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21 Financial risk management (Continued)

(a) Financial risk factors (Continued)

(i) Foreign currency risk

The Authority's functional and presentation currency is HK\$. Its foreign currency risk arises mainly from its financial assets or liabilities denominated in currencies other than HK\$.

The Authority's foreign currency risk exposure arises from its bank deposits and investments in debt securities that are denominated in foreign currencies, and forward foreign exchange contracts. A set of investment guidelines covering investment limits, risk management and controls is used to manage the Authority's foreign currency risk.

The following table details the Authority's exposure at the balance sheet date to currency risk arising from significant financial assets denominated in foreign currencies including United States Dollar ("USD") and Renminbi ("RMB"). Other than the items set out in the table below, all financial assets and liabilities at the balance sheet date are denominated in HK\$.

21 財務風險管理(續)

(a) 財務風險因素(續)

(i) 外幣風險

港幣為管理局的功能貨幣及列報貨幣。管理局的外幣風險主要來自其非以港幣為計值單位的外幣金融資產或負債。

管理局承擔的外幣風險來自以外幣計值之銀行存款及債務證券投資，以及遠期外匯合約。管理局設有一套涵蓋投資限制、風險管理及控制的投資指引以管理外幣風險。

下表呈列管理局於資產負債表結帳日須承擔以外幣包括美元及人民幣計價之重大金融資產所引起的外幣風險。除下表所列項目外，其他金融資產及負債在資產負債表結帳日皆以港幣計值。

| | 2015 | | 2014 | |
|--|------------------------------------|-------------------------------------|------------------------------------|-------------------------------------|
| | USD 美元 HK\$ million 港幣百萬元 | RMB 人民幣 HK\$ million 港幣百萬元 | USD 美元 HK\$ million 港幣百萬元 | RMB 人民幣 HK\$ million 港幣百萬元 |
| Time deposits with original maturities over three months and cash and cash equivalents | 4,945 | 1,021 | 1,705 | 6,836 |
| Bank interest receivables | 37 | 31 | 20 | 75 |
| Available-for-sale investments | 55 | - | - | - |
| | 5,037 | 1,052 | 1,725 | 6,911 |

Taking into account the effects of forward foreign exchange contracts, the overall net exposures at the balance sheet date in USD and RMB were equivalent to HK\$2,424.4 million (2014: HK\$3,257.1 million) and HK\$2,974.8 million (2014: HK\$3,974.0 million) respectively.

The Authority manages its foreign currency risk in RMB by closely monitoring the movement of RMB exchange rate against HK\$ as compared to the weighted average conversion rate. In the event that the RMB is expected to depreciate, the Authority may consider either immediate disposal in the market and / or using forward hedge contracts to mitigate the currency risk. It is assumed that the pegged rate between the USD and HK\$ would not give rise to significant foreign currency risk in USD.

連同遠期外匯合約之考慮因素，管理局於資產負債表結帳日需承擔之美元及人民幣風險淨額分別折合為24億2千4百4拾萬港元(2014年：32億5千7百1拾萬港元)及29億7千4百8拾萬港元(2014年：39億7千4百萬港元)。

管理局透過密切監察人民幣兌港元匯率對比購買時之加權換算匯率之變動，以管理人民幣之外幣風險。假若預期人民幣將會貶值，管理局可考慮即時在市場上出售及 / 或使用遠期對沖合約來減輕貨幣風險。預期港元與美元之聯繫匯率並不會構成重大美元貨幣風險。

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21 Financial risk management (Continued)**(a) Financial risk factors (Continued)**

(ii) Interest rate risk

The Authority's interest-bearing assets include the placements with the Exchange Fund, bank deposits and investments in debt securities. Apart from the placements with the Exchange Fund, the return of which is determined annually (see note **12(a)**), most of these assets bear interest at fixed rates. As regards to bank deposits, since they are all stated at amortised cost, their carrying amounts and the Authority's profit for the year will not be affected by changes in market interest rates.

(iii) Credit risk

The Authority's credit risk is the risk that counterparties may default on its placements with the Exchange Fund, bank deposits, debt securities and forward foreign exchange contracts.

The Authority believes it is prudent to place part of the funds with the Exchange Fund and expects HKMA to meet its contractual obligations to the Authority in respect of the placements.

The Authority sets limits on its exposure to the approved list of banks / institutions. To ensure that there is no significant concentration of credit risk to a single counterparty, balance with each bank / institution is subject to a maximum exposure limit based on factors such as overall deposit base and capital base of the bank / institution and total funds under management. In addition, based on the prevailing economic and financial development, the approved list of banks / institutions and the exposure limits are regularly monitored, revised and updated.

The Authority's investments in debt securities were of a minimum issuer / issue credit rating of A3 or above by Moody's or equivalent rating by Standard and Poor's as at 31 March 2015.

(iv) Liquidity risk

The Authority's policy is to regularly monitor current and expected liquidity requirements to ensure that the Authority maintains sufficient reserves of cash and adequate undrawn uncommitted banking facilities to meet its liquidity requirements in the short and long terms.

Accrued contract gratuity is payable without interest upon satisfactory completion of the employment contract or each successive period as specified in individual employment contract. Other financial liabilities of the Authority at the balance sheet date do not bear interest and are payable within one year or on demand.

21 財務風險管理(續)**(a) 財務風險因素(續)**

(ii) 利率風險

管理局之計息資產包括外匯基金存款、銀行存款及債務證券投資。除外匯基金存款的回報率於每年釐定外(見附註**12(a)**)，大部分資產以固定利率計息。由於銀行存款均按攤銷成本列帳，其帳面值及管理局之年度利潤不會受市場利率變動影響。

(iii) 信貸風險

管理局的信貸風險指對手方或不履行其外匯基金存款、銀行存款、債務證券及遠期外匯合約條款而造成的風險。

管理局相信將部分資金存放於外匯基金是審慎做法，並預期金管局能履行與管理局有關存款之合約條款。

管理局對核准銀行 / 機構名單設定其風險承擔限額。為確保沒有信貸風險重大集中於單一對手方，於每家銀行 / 機構的結存均設有最高風險承擔限額。而此限額乃基於該等銀行 / 機構的整體存款額和資本額及管理局之總體資金而定。此外，根據當時經濟和金融的發展，經核准的銀行 / 機構名單以及風險承擔限額會定期監察、修改和更新。

於2015年3月31日，有關管理局債務證券投資的發行者或發行信用評級為穆迪A3級或以上，或標準普爾作出的同等信用評級。

(iv) 流動資金風險

管理局之政策是定期檢視現時及預期的流動資金需求，以確保管理局維持充足的現金儲備以及足夠的無承諾銀行信貸額度以應付其短期及長期的流動資金需求。

應付約滿酬金為不計利息且須由僱傭合約或在個別僱傭合約中指定的每個連續週期圓滿結束後支付，而管理局於資產負債表結帳日的其他財務負債則為不計利息並須於一年內或按通知即時支付的款項。

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21 Financial risk management (Continued)**(a) Financial risk factors (Continued)**

(v) Sensitivity analysis

• Foreign currency risk

The Authority is exposed to foreign currency risk due to primarily fluctuations in the RMB exchange rates (see note **21(a)(i)**). As at 31 March 2015, if there were a 3% (2014: 3%) increase / decrease in the RMB exchange rate against the HK\$ on the same date, it is estimated that, with all other variables held constant, it would increase / decrease the Authority's profit for the year by approximately HK\$89.2 million (2014: HK\$119.2 million).

The sensitivity analysis has been determined assuming that the change in foreign exchange rates had occurred at the balance sheet date and had been applied to the Authority's exposure to currency risk for the RMB denominated financial assets in existence at that date, and that all other variables, in particular interest rates, remain constant. The stated changes in foreign currency represent the Authority's assessment of reasonable possible changes in foreign exchange rates over the period until the next balance sheet date.

• Interest rate risk

The Authority is exposed to interest rate risk due to the fluctuation of the prevailing market interest rate on bank deposits. Based on the time deposits balance as at 31 March 2015, if there were a general increase / decrease of 0.1% (or 10 basis points) in the annual interest rates on the same date, it is estimated that, with all other variables held constant, it would increase / decrease the Authority's profit for the year by approximately HK\$8.5 million (2014: HK\$9.1 million) a year.

The sensitivity analysis above has been determined assuming that the change in interest rates had occurred at the balance sheet date and had been applied to the time deposits in existence at that date. Fixed rate debt securities, which are available-for-sale investments carried at fair value, are excluded from this analysis.

The Authority is also exposed to financial risk arising from changes in the rate of return on the placements with the Exchange Fund, which is set annually in January. Based on the balance of the placements with the Exchange Fund as at 31 March 2015, if there were an increase / decrease of 0.1% (or 10 basis points) in the current year rate of return, it is estimated that, with all other variables held constant, the Authority's income from the placements with the Exchange Fund would have increased / decreased by approximately HK\$14.9 million (2014: HK\$14.4 million) a year on an annualised basis.

21 財務風險管理(續)**(a) 財務風險因素(續)**

(v) 敏感度分析

• 外幣風險

管理局須承受人民幣匯率波動的外幣風險(見附註**21(a)(i)**)。於2015年3月31日,如人民幣兌港幣之匯率在該日上升/下跌3%(2014年:3%),在所有其他因素維持不變的情況下,估計管理局之年度利潤將增加/減少約8千9百2拾萬港元(2014年:1億1千9百2拾萬港元)。

以上敏感度分析之釐定乃假設於資產負債表結帳日發生外幣匯率變動,以及應用於管理局在該日存有以人民幣計價之金融資產的外幣風險,且所有其他因素,尤其是利率,保持不變。以上列明之外幣變動代表管理局對直至下一個資產負債表結帳日對匯率合理可能變動之評估。

• 利率風險

管理局須承受銀行存款因市場利率波動而產生的利率風險。就2015年3月31日之定期存款結餘而言,假如年利率在該日普遍增加/減少0.1%(或10計息基點),以及其他因素不變,估計管理局一年之年度利潤將因此增加/減少約8百5拾萬港元(2014年:9百1拾萬港元)。

以上敏感度分析之釐定乃假設利率於資產負債表結帳日有變動及應用在該日結存的定期存款。以上分析並不包括按公允價值列帳的可供出售定息債務證券。

管理局亦承受因外匯基金存款的回報率變動所產生的財務風險,此回報率於每年1月釐定。就2015年3月31日之外匯基金存款結餘而言,假如回報率在本年度增加/減少0.1%(或10計息基點)以及其他因素不變,估計管理局之外匯基金存款收入按年度計算每年將增加/減少約1千4百9拾萬港元(2014年:1千4百4拾萬港元)。

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21 Financial risk management (Continued)**(b) Capital risk management**

The Authority's objectives when managing capital are to safeguard the Authority's ability to continue as a going concern and ensure the financial sustainability of the operation and management of the arts and cultural facilities, related facilities or ancillary facilities of WKCD.

The Authority's working capital is mainly financed by the Government's upfront endowment. Under the WKCD Ordinance, the Authority is required to manage its finances with due care and diligence and invest the capital of the Authority in a financially prudent manner.

(c) Fair value estimation*Financial assets / (liabilities) carried at fair value*

The following presents the assets and liabilities measured at fair value or required to disclose their fair value in these financial statements on a recurring basis at 31 March 2015 across the three levels of the fair value hierarchy defined in HKFRS 13: Fair Value Measurement, with the fair value measurement categorised in its entirety based on the lowest level input that is significant to the entire measurement. The levels of inputs are defined as follows:

- Level 1 (highest level): quoted prices (unadjusted) in active markets for identical assets or liabilities that the Authority can access at the measurement date;
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly;
- Level 3 (lowest level): unobservable inputs for the asset or liability.

21 財務風險管理(續)**(b) 資本風險管理**

管理局的資本管理政策，是保障管理局能夠繼續經營及確保營運和管理西九的藝術文化設施、相關設施及附屬設施在財務上的可持續性。

管理局的營運資金主要由香港特別行政區政府的一筆過撥款融資。根據條例，管理局必須以應有的謹慎和盡其應盡的努力管理其財政及以審慎理財的方式投資其資金。

(c) 公允價值估計*按公允價值列帳的金融資產 / (負債)*

下表呈列有關於2015年3月31日，按《香港財務報告準則》第13號：「公允價值計量」所釐定的公允價值級別架構的三個級別中，以公允價值計量或須定期於財務報表披露公允價值的金融資產與負債，其公允價值是以整體價值計量並按最低級別的重要公允價值輸入變量的類別進行歸類。有關輸入變量級別的定義如下：

- 第1級(最高級別)：管理局可在計量日在活躍市場上取得相同資產或負債的報價(未經調整)；
- 第2級：除包括在第1級的報價外，可直接或間接觀察之資產或負債的輸入變量；
- 第3級(最低級別)：無法觀察之資產或負債的輸入變量。

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21 Financial risk management (Continued)

(c) Fair value estimation (Continued)

Financial assets / (liabilities) carried at fair value (Continued)

21 財務風險管理(續)

(c) 公允價值估計(續)

按公允價值列帳的金融資產 / (負債)(續)

| | | Level 1 第1級 HK\$ million 港幣百萬元 | Level 2 第2級 HK\$ million 港幣百萬元 | Level 3 第3級 HK\$ million 港幣百萬元 |
|--|----------------------|---|---|---|
| 2015 | | | | |
| Financial assets at fair value through profit or loss | 以公允價值計量且其變動計入損益的金融資產 | | | |
| Placements with the Exchange Fund (note 12(a)) | 外匯基金存款 (附註12(a)) | - | - | 15,133 |
| Trading derivatives: | 對沖衍生工具: | | | |
| - Forward foreign exchange contracts (note 12(b)) | - 遠期外匯合約 (附註12(b)) | - | 8 | - |
| Available-for-sale debt securities (note 13): | 可供出售債務證券(附註13) | | | |
| - Listed | - 上市 | - | 55 | - |
| - Unlisted | - 非上市 | - | 10 | - |
| Financial liabilities at fair value through profit or loss | 以公允價值計量且其變動計入損益的金融負債 | | | |
| Trading derivatives: | 對沖衍生工具: | | | |
| - Forward foreign exchange contracts (note 12(b)) | - 遠期外匯合約 (附註12(b)) | - | (7) | - |
| At 31 March 2015 | 於2015年3月31日 | - | 66 | 15,133 |
| 2014 | | | | |
| Financial assets at fair value through profit or loss | 以公允價值計量且其變動計入損益的金融資產 | | | |
| Placements with the Exchange Fund (note 12(a)) | 外匯基金存款 (附註12(a)) | - | - | 14,540 |
| Trading derivatives: | 對沖衍生工具: | | | |
| - Forward foreign exchange contracts (note 12(b)) | - 遠期外匯合約 (附註12(b)) | - | 50 | - |
| Available-for-sale debt securities (note 13): | 可供出售債務證券 (附註13) | | | |
| - Unlisted | - 非上市 | - | 10 | - |
| At 31 March 2014 | 於2014年3月31日 | - | 60 | 14,540 |

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. These instruments are included in Level 1.

在活躍市場買賣的金融工具的公允價值根據資產負債表結帳日的市場報價列帳。當報價可即時和定期從證券交易所、交易商、經紀、業內人士、定價服務者或監管機構獲得，而該等報價代表按公平交易基準進行的實際和常規市場交易時，該市場被視為活躍。此等工具包括在第1級。

STATEMENT OF ACCOUNTS

帳目報表

NOTES TO THE STATEMENT OF ACCOUNTS (CONTINUED)

帳目報表附註(續)

FOR THE YEAR ENDED 31 MARCH 2015

截至2015年3月31日止年度

21 Financial risk management (Continued)

(c) Fair value estimation (Continued)

Financial assets / (liabilities) carried at fair value (Continued)

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2. Available-for-sale investments and forward foreign exchange contracts of the Authority are included in Level 2.

- Description of the valuation techniques and inputs used in Level 2 and Level 3 fair value measurement

As mentioned in note **12(b)**, at the balance sheet date, the fair value of forward foreign exchange contracts is calculated as the present value of expected future cash flows relating to the difference between the contract rates and the market forward rates at the balance sheet date.

If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3. The placements with the Exchange Fund are included in Level 3. Its fair value, which is determined with reference to the estimated rates of investment return for future years, approximates its carrying value.

- Movement in Level 3 fair value measurement

| | |
|--|------------------|
| At 1 April | 於4月1日 |
| Withdrawal of accrued interest | 提取利息 |
| Additional placement | 新增存款 |
| Income from placements with the Exchange Fund recognised in profit or loss | 於損益表中確認之外匯基金存款收入 |
| At 31 March | 於3月31日 |

- Quantitative information of the significant unobservable inputs and description of valuation techniques used in Level 3 fair value measurement

The fair value of financial assets that are grouped under Level 3 is determined by reference to the estimated rates of investment return for future years. Changing unobservable inputs used in Level 3 valuation to reasonable alternative assumptions would not have significant impact on the Authority's profit or loss.

During the years ended 31 March 2015 and 2014, there were no transfers between Level 1 and Level 2, nor transfers into or out of Level 3.

21 財務風險管理(續)

(c) 公允價值估計(續)

按公允價值列帳的金融資產 / (負債) (續)

沒有在活躍市場買賣的金融工具(例如場外衍生工具)的公允價值, 是利用估值技術釐定。此等估值技術盡量利用可觀察市場數據(如有), 並盡量少依賴主體的特定估計。如計算一項金融工具的公允價值所需的所有重大輸入變量為可觀察數據, 則該金融工具被列入第2級。管理局的可供出售投資及遠期外匯合約被列入第2級。

- 於第2級及第3級公允價值計量之估值技術與輸入變量描述

根據附註**12(b)**所述, 遠期外匯合約的公允價值是按資產負債表結帳日的合約利率與市場遠期利率之差額估計相關的未來現金流現值。

如一項或多項重大輸入變量並非根據可觀察市場數據, 則該金融工具被列入第3級。管理局的外匯基金存款被列入第3級。此公允價值是參考未來數年的估計投資回報率計算決定, 其公允價值約為其帳面值。

- 公允價值計量為第3級之變動

| | 2015 HK\$ million 港幣百萬元 | 2014 HK\$ million 港幣百萬元 |
|--|-------------------------------|-------------------------------|
| At 1 April | 14,540 | 11,901 |
| Withdrawal of accrued interest | - | (1,756) |
| Additional placement | - | 3,800 |
| Income from placements with the Exchange Fund recognised in profit or loss | 593 | 595 |
| At 31 March | 15,133 | 14,540 |

- 重大不可觀察輸入變量之量化資料及第3級公允價值計量之估值技術描述

第3級金融資產之公允價值是參考未來的估計投資回報率計算決定。於第3級估值的不可觀察輸入變量作出合理假設之更改, 將不會對管理局之損益作出重大影響。

在截至2015年及2014年3月31日止兩個年度內, 第1級及第2級並沒有轉換, 而第3級亦沒有轉出或轉入事項。

FIVE-YEAR FINANCIAL SUMMARY

五年財務概要

(in HK\$ million)
(港幣百萬元)

| | | 2015 | 2014 | 2013 | 2012 | 2011 |
|---|-----------------------------|---------------|---------------|---------------|---------------|---------------|
| Income | 收入 | | | | | |
| Investment income | 投資收入 | 582 | 627 | 632 | 633 | 571 |
| Bank interest income | 銀行利息收入 | 249 | 249 | 286 | 228 | 179 |
| Net exchange (losses) / gains | 匯兌(虧損) / 收益淨額 | (1) | (66) | 72 | 73 | 5 |
| Other income | 其他收入 | 7 | 11 | 5 | - | - |
| | | 837 | 821 | 995 | 934 | 755 |
| Expenditure | 支出 | | | | | |
| Operating expenditure (note a) | 營運開支(註解a) | 244 | 238 | 192 | 187 | 225 |
| Capital expenditure | 資本開支 | 770 | 491 | 256 | 8 | 5 |
| Total expenditure | 總開支 | 1,014 | 729 | 448 | 195 | 230 |
| Funds available for investment | 可用於投資之資金 | 23,519 | 23,700 | 23,609 | 23,068 | 22,338 |
| Other assets (note b) | 其他資產(註解b) | 1,532 | 766 | 280 | 23 | 10 |
| Net assets | 資產淨值 | 25,051 | 24,466 | 23,889 | 23,091 | 22,348 |
| Equity | 權益 | | | | | |
| Capital – | 資金 – | | | | | |
| Endowment from the Government of HKSAR | 香港特別行政區政府撥款 | 21,600 | 21,600 | 21,600 | 21,600 | 21,600 |
| Reserves | 儲備 | 3,451 | 2,866 | 2,289 | 1,491 | 748 |
| Total equity | 權益總額 | 25,051 | 24,466 | 23,889 | 23,091 | 22,348 |
| Investment return on average fund balance available for investment | 基於平均可用於投資之資金結餘的投資回報率 | 3.5% | 3.4% | 4.2% | 4.1% | 3.4% |

Notes:

(a) Operating expenditure excludes Depreciation and amortisation

(b) Other assets include Property, plant & equipment, Museum collections, Intangible assets and Other receivables, prepayments & deposits

註解:

(a) 營運開支不包括折舊及攤銷

(b) 其他資產包括物業、廠房及設備、博物館藏品、無形資產、其他應收款、預付款及按金

TERMS OF REFERENCE OF THE SEVEN COMMITTEES AND THE CONSULTATION PANEL

七個委員會及諮詢會職權範圍

Executive Committee

1. To provide a steer to the Management of the WKCD on pertinent issues relating to the WKCD project, including but not limited to the overall development programme, information and communication technologies strategy, public relations and marketing, corporate governance, planning for the operation of facilities and business development, risk management as well as other overall policies and measures.
2. To facilitate coordination of the activities among the various Board committees.
3. To oversee the formulation and implementation of the annual Business Plan and rolling three-year Corporate Plan of the WKCD.
4. To oversee the financial position of the WKCD in connection with the WKCD project and provide guidance to the Management in respect of funding strategy.
5. To perform any other functions as may be delegated to it by the Authority or assigned to it by the Board in accordance with the WKCD Ordinance.

Development Committee

1. To consider and recommend to the Board the overall policies and strategies relating to the project planning and development of WKCD with reference to the overall objectives of the Authority.
2. To consider and make recommendations to the Board on the viability of the proposed facilities, including proposals for defining project scope, engineering feasibility and cost in order to ensure an optimal utilisation of resources.
3. To consider and recommend to the Board a Development Plan ("DP") for WKCD, any subsequent amendments to the DP and a Programme of Implementation of individual building and infrastructure projects contained in the DP.
4. To consider and recommend to the Board policies related to hiring of consultants and contractors, their management, and related contractual matters for the planning, design and construction either of individual projects or of WKCD as a whole.
5. To consider the construction progress of arts and cultural facilities, and other related or ancillary facilities with reference to the overall objectives of the Authority as monitored by the management of the Authority for submission to the Board.
6. To consider and recommend to the Board any other matters related to project planning and development of WKCD.
7. To perform any other functions as may be delegated to it by the Authority or assigned to it by the Board in accordance with the WKCD Ordinance.

行政委員會

1. 就西九文化區計劃的相關事宜，督導管理局管理層的工作，該等事宜包括但不限於整體發展計劃、資訊及通訊科技策略、公共關係及市場推廣、機構管治、設施營運及業務發展的規劃、風險管理，以及其他整體政策和措施。
2. 協調董事局轄下各委員會的工作。
3. 監察管理局制訂和落實其年度業務計劃及按年更新的三年事務計劃。
4. 監察管理局關於西九文化區計劃的財務狀況，並向管理層就融資策略提供指導。
5. 執行根據《西九文化區管理局條例》由管理局轉授或董事局指派的任何其他職能。

發展委員會

1. 根據管理局的整體目標，審閱與西九的項目規劃及發展有關的整體政策和策略，並向董事局提供建議。
2. 審閱擬建設施(包括界定項目範圍、工程可行性及成本)的可行性，並就此向董事局提供建議，以確保資源獲得最得宜的運用。
3. 審閱和向董事局推薦西九的發展圖則、任何就發展圖則後續的修訂，及發展圖則中個別樓宇及基建設施項目的實施時間表。
4. 就個別項目或西九整體的規劃、設計及建造，審閱與聘請及管理顧問和承建商，以及相關的合約事宜有關的政策，並向董事局提供建議。
5. 根據管理局的整體目標，對由管理局管理層負責監察的文化藝術設施及其他相關或輔助設施的建造進度進行審閱，並向董事局遞交報告。
6. 考慮任何其他與西九的項目規劃及發展有關的事宜，並就此向董事局提供建議。
7. 執行根據《西九文化區管理局條例》由管理局轉授或董事局指派的任何其他職能。

TERMS OF REFERENCE OF THE SEVEN COMMITTEES AND THE CONSULTATION PANEL**七個委員會及諮詢會職權範圍****Performing Arts Committee**

1. To formulate vision, mission and mode of governance of the performing arts venues of WKCD for approval by the Board.
2. To formulate and recommend to the Board for approval the strategies and policies for operation of the performing arts venues, including but not limited to hiring of venues and performance standards of operation.
3. To consider and recommend to the Board for approval development strategies and policies relating but not limited to the following:
 - a) Partnership with governments, cultural organisations, other performing arts venues as well as performing arts groups and individual artists within and outside Hong Kong;
 - b) Seeking commercial sponsorship and donation;
 - c) Arts education to promote performing arts to the local community; and
 - d) Nurturing and training of performing arts artists and related professionals relevant to performing arts.
4. To oversee and monitor the management and operation of performing arts venues in accordance with the direction, strategic plans and budget endorsed by the Board.
5. To formulate and recommend to the Board for approval strategic directions and policies for management of the piazza areas.
6. To perform any other functions as may be delegated to it by the Authority or assigned to it by the Board in accordance with the WKCD Ordinance.

表演藝術委員會

1. 制訂西九表演藝術場地的願景、使命及管治模式，以獲得董事局批准。
2. 制訂表演藝術場地的營運策略和政策（包括但不限於場地的租用及營運的表現水平），並提出建議供董事局批准。
3. 審閱包括但不限於與以下事項有關的發展策略及政策，並提出建議供董事局批准：
 - a) 與香港境內外的政府、文化組織、其他表演藝術場地、表演藝術團體及獨立藝術家的夥伴關係；
 - b) 尋求商業贊助及捐贈；
 - c) 向本地社區推廣表演藝術的藝術教育；及
 - d) 培育及訓練表演藝術家及與表演藝術有關的專才。
4. 根據董事局通過的方向、策略性計劃及預算，監督及監察表演藝術場地的管理及營運。
5. 制訂管理廣場區域的策略性方向及政策，並提出建議供董事局批准。
6. 執行根據《西九文化區管理局條例》由管理局轉授或董事局指派的任何其他職能。

TERMS OF REFERENCE OF THE SEVEN COMMITTEES AND THE CONSULTATION PANEL**七個委員會及諮詢會職權範圍****Museum Committee**

1. To formulate the vision, mission and mode of governance of the museums of WKCD for approval by the Board.
2. To formulate and recommend to the Board for approval strategies and policies for operating the Authority's museums including collection, conservation, exhibition, loaning and disposal of artworks; and professional standards of museum operation.
3. To consider and recommend to the Board for approval the development strategies and policies for matters relating but not limited to the following:
 - a) Partnership with governments, museums, relevant organisations and individual artists within and outside Hong Kong;
 - b) Seeking commercial sponsorship and donation;
 - c) Researches in different areas of visual culture;
 - d) Arts education to promote contemporary art to the local community; and
 - e) Nurturing and training of visual artists and related professionals relevant to the work of the Authority's museums.
4. To oversee and monitor the management and operation of the Authority's museums in accordance with the strategic directions, plans and budget endorsed by the Board.
5. To consider and recommend to the Board for approval the overall strategy and policies with respect to the planning, development, management, hiring and operations of the exhibition centre within WKCD.
6. To perform any other functions as may be delegated to it by the Authority or assigned to it by the Board in accordance with the WKCD Ordinance.

博物館委員會

1. 制訂西九博物館的願景、使命及管治模式，供董事局批准。
2. 制訂管理局博物館的營運策略和政策（包括館藏、保存、展覽、借出及處置任何藝術品，以及博物館營運的專業標準），並提出建議供董事局批准。
3. 審閱包括但不限於與以下事項有關的發展策略及政策，並提出建議供董事局批准：
 - a) 與香港境內外的政府、博物館、相關組織及獨立藝術家的夥伴關係；
 - b) 尋求商業贊助及捐贈；
 - c) 對視覺文化的不同領域的研究；
 - d) 向本地社區推廣當代藝術的藝術教育；及
 - e) 培育及訓練視覺藝術家及與管理局博物館工作相關的專才。
4. 根據董事局通過的策略性方向、計劃及預算，監督及監察管理局博物館的管理及營運。
5. 審閱與西九展覽中心的規劃、發展、管理、租用及營運有關的整體策略及政策，並提出建議供董事局批准。
6. 執行根據《西九文化區管理局條例》由管理局轉授或董事局指派的任何其他職能。

TERMS OF REFERENCE OF THE SEVEN COMMITTEES AND THE CONSULTATION PANEL**七個委員會及諮詢會職權範圍****Remuneration Committee**

1. To make recommendations to the Board on organisational structure and policies on staffing, remuneration, employment, disciplinary and dismissal, with reference to the Authority's overall goals and objectives.
2. To make recommendations to the Board on the determination of terms and conditions of employment of employees, including the provision and maintenance of any schemes for the payment of pensions, gratuities and retirement benefits to the employees, former employees or their dependants.
3. To make recommendations to the Board on any other matter relating to the remuneration, allowances or benefits made available to its employees, former employees or their dependants referred or assigned to it by the Board.
4. To review and make recommendations to the Board on changes in salaries and terms and conditions of employment.
5. To perform any other functions as may be delegated to it by the Authority or assigned to it by the Board in accordance with the WKCD Ordinance.

Investment Committee

1. To advise the Board on the Authority's investment objectives, guidelines and strategies, having regard to such classes or descriptions of investment as the Financial Secretary may specify in writing.
2. To monitor and oversee the investments made by the Authority and advise the Board on the Authority's strategic asset allocations to optimise its risk / return / liquidity objectives.
3. To advise the Board on the selection and appointment of investment consultants, fund managers and custodians and their terms and conditions.
4. To oversee and monitor the performance of investment consultants, fund managers and custodians appointed by the Authority; and to advise the Board on their performance and retention / termination, and the allocation of funds to fund managers.
5. To perform any other functions as may be delegated to it by the Authority or assigned to it by the Board in accordance with the WKCD Ordinance.

薪酬委員會

1. 根據管理局的整體目標，就組織架構及人手編制、薪酬、聘用、紀律及解僱的政策，向董事局提供建議。
2. 就釐定僱員的僱用條款及條件，包括提供及維持向僱員、前僱員或其家屬支付退休金、酬金及退休福利的任何計劃，向董事局提供建議。
3. 就由董事局轉介或指派予該委員會考慮的任何關於提供予其僱員、前僱員或其家屬的薪酬、津貼或福利的事宜，向董事局提供建議。
4. 審閱薪酬和僱用條款及條件的變更並向董事局提供建議。
5. 執行根據《西九文化區管理局條例》由管理局轉授或董事局指派的任何其他職能。

投資委員會

1. 在顧及財政司司長以書面指明類別或種類的投資項目，就管理局的投資目標、指引及策略，向董事局提供建議。
2. 監督及監察管理局作出的投資，並就管理局的策略性資產分配向董事局提供建議，務求在風險 / 回報 / 流動資金目標各方面達至最佳的平衡。
3. 就投資顧問、基金經理及託管人的篩選及委任以及有關的聘用條款及條件，向董事局提供建議。
4. 監督及監察管理局所委任的投資顧問、基金經理及託管人的表現；並就其表現及續聘與否，以及分配給各基金經理掌管的資金數額，向董事局提供建議。
5. 執行根據《西九文化區管理局條例》由管理局轉授或董事局指派的任何其他職能。

TERMS OF REFERENCE OF THE SEVEN COMMITTEES AND THE CONSULTATION PANEL
七個委員會及諮詢會職權範圍**Audit Committee**

1. To consider any financial and audit matters of the Authority.
2. To make recommendations to the Board on the appointment, re-appointment and removal of the external auditor, and to approve the remuneration and terms of engagement of the external auditor, and any questions of resignation or dismissal of that auditor.
3. To review and monitor the external auditor's independence and objectivity and the effectiveness of the audit process in accordance with applicable standards, and to discuss with the auditor the nature and scope of the audit and reporting obligations before the audit commences.
4. To review and monitor the effectiveness of the Authority's financial controls, internal controls and risk management systems.
5. To consider any findings of major investigations of internal control matters as delegated by the Board or on its own initiative and management's response.
6. To perform any other functions as may be delegated to it by the Authority or assigned to it by the Board in accordance with the WKCD Ordinance.

Consultation Panel

1. To play the role of a bridge between the Authority and the public.
2. To promote WKCD with a view to enhancing public's understanding of the project.
3. To reflect public expectations / views to the Authority.
4. To ensure that consultations are conducted in an open and transparent manner.

審計委員會

1. 審閱管理局的各類財務及審計事宜。
2. 就外聘核數師的委任、重新委任及罷免，向董事局提供建議，並審批外聘核數師的薪酬、聘用條款，及審議該核數師的請辭或解聘事宜。
3. 按照適用的標準，審視及監察外聘核數師是否獨立客觀及核數程序是否有效，並在核數工作開始前，先與核數師討論核數性質、範疇及申報責任。
4. 審視及監察管理局的財務監控、內部監控及風險管理制度是否有效。
5. 審閱由董事局轉授或由審計委員會自發提出，就內部監控事宜進行的主要調查的調查結果及管理層的回應。
6. 執行根據《西九文化區管理局條例》由管理局轉授或董事局指派的任何其他職能。

諮詢會

1. 作為管理局與公眾之間的橋樑。
2. 推廣西九文化區計劃，加深公眾對此計劃的了解。
3. 向管理局反映公眾的期望和意見。
4. 確保諮詢以開放及具透明度的方式進行。

MEETING ATTENDANCE RECORD

會議出席紀錄

| THE BOARD 董事局 | 35TH MEETING 第35次會議 28/4/2014 | 36TH MEETING 第36次會議 13/5/2014 | 37TH MEETING 第37次會議 27/6/2014 | 38TH MEETING 第38次會議 22/9/2014 | 39TH MEETING 第39次會議 17/10/2014 | 40TH MEETING 第40次會議 8/12/2014 | 41ST MEETING 第41次會議 10/2/2015 | 42ND MEETING 第42次會議 24/3/2015 |
|--|--|--|--|--|---|--|--|--|
| CHAIRMAN 主席 | | | | | | | | |
| The Hon Mrs Carrie LAM CHENG Yuet-ngor, GBS, JP Chief Secretary for Administration 政務司司長 林鄭月娥女士, GBS, JP | • | • | • | • | • | • | • | • |
| VICE-CHAIRMAN 副主席 | | | | | | | | |
| The Hon Ronald ARCULLI, GBM, GBS, JP 夏佳理先生, GBM, GBS, JP | • | • | • | • | • | • | • | • |
| MEMBERS 成員 | | | | | | | | |
| Dr Adrian CHENG Chi-kong (since 23 October 2014) 鄭志剛博士 (任期由2014年10月23日起) | --- | --- | --- | --- | --- | • | • | • |
| Mr Raymond FUNG Wing-kee, JP (until 22 October 2014) 馮永基先生, JP (任期至2014年10月22日) | • | • | • | • | • | --- | --- | --- |
| Mr Chris IP Ngo-tung 葉傲冬先生 | • | • | • | • | • | • | • | • |
| Dr KAN Tai-keung, SBS (since 23 October 2014) 靳埭強博士, SBS (任期由2014年10月23日起) | --- | --- | --- | --- | --- | • | • | • |
| Mr Leo KUNG Lin-cheng, BBS, JP 孔令成先生, BBS, JP | • | • | • | • | • | • | • | • |
| The Hon Jeffrey LAM Kin-fung, GBS, JP (until 22 October 2014) 林健鋒議員, GBS, JP (任期至2014年10月22日) | --- | • | --- | • | --- | --- | --- | --- |
| Mr Andrew LAM Siu-lo, JP 林筱魯先生, JP | • | • | • | • | • | • | • | • |
| Professor LEE Chack-fan, GBS, JP (until 22 October 2014) 李焯芬教授, GBS, JP (任期至2014年10月22日) | --- | --- | --- | • | • | --- | --- | --- |
| Mr Victor LO Chung-wing, GBS, JP 羅仲榮先生, GBS, JP | • | --- | --- | • | • | --- | --- | • |
| Ir Dr the Hon LO Wai-kwok, SBS, MH, JP (since 23 October 2014) 盧偉國議員, SBS, MH, JP (任期由2014年10月23日起) | --- | • | --- | --- | --- | • | • | • |
| The Hon MA Fung-kwok, SBS, JP 馬逢國議員, SBS, JP | • | • | --- | • | --- | --- | • | --- |
| Dr Fredric MAO Chun-fai, BBS (since 23 October 2014) 毛俊輝博士, BBS (任期由2014年10月23日起) | --- | --- | --- | --- | --- | • | • | • |
| Ms Cissy PAO Pui-lai, BBS (since 23 October 2014) 包陪麗女士, BBS (任期由2014年10月23日起) | --- | --- | --- | --- | --- | • | --- | • |
| The Hon SIN Chung-kai, SBS, JP (until 22 October 2014) 單仲偕議員, SBS, JP (任期至2014年10月22日) | • | • | • | • | --- | --- | --- | --- |
| Professor Jenny SO Fong-suk (until 22 October 2014) 蘇芳淑教授 (任期至2014年10月22日) | --- | • | --- | --- | • | --- | --- | --- |
| Mr Philip TSAI Wing-chung, JP 蔡永忠先生, JP | • | --- | • | • | • | --- | • | • |
| Mr WAN Man-ye, BBS, JP (since 23 October 2014) 溫文儀先生, BBS, JP (任期由2014年10月23日起) | --- | --- | --- | --- | --- | • | • | • |
| Ms YIP Wing-sie, BBS, JP (until 22 October 2014) 葉詠詩女士, BBS, JP (任期至2014年10月22日) | • | • | --- | • | • | --- | --- | --- |
| Mr Danny YUNG Ning-tsun (until 22 October 2014) 榮念嘗先生 (任期至2014年10月22日) | • | • | --- | --- | --- | --- | --- | --- |
| Dr the Hon Allan ZEMAN, GBM, GBS, JP 盛智文博士, GBM, GBS, JP | • | (via teleconferencing) (透過電話會議) | • | • | • | • | • | • |
| Secretary for Home Affairs or his alternate 民政事務處處長或其後補成員 | • | • | • | • | • | • | • | • |
| Secretary for Development or his alternate 發展處處長或其後補成員 | • | • | • | • | • | --- | • | • |
| Secretary for Financial Services and the Treasury or his alternate 財經事務及庫務處處長或其後補成員 | • | • | • | • | • | • | • | • |
| EX-OFFICIO MEMBER 當然成員 | | | | | | | | |
| Mr Michael LYNCH CBE AM Chief Executive Officer, WKCD 連納智先生 CBE AM 西九文化區管理局行政總裁 | • | • | • | • | • | • | • | • |

MEETING ATTENDANCE RECORD

會議出席紀錄

| EXECUTIVE COMMITTEE 行政委員會 | 9TH MEETING 第9次會議 4/7/2014 | 10TH MEETING 第10次會議 25/9/2014 | 11TH MEETING 第11次會議 11/11/2014 | 12TH MEETING 第12次會議 15/12/2014 | 13TH MEETING 第13次會議 22/1/2015 |
|---|------------------------------------|-------------------------------------|--------------------------------------|--------------------------------------|-------------------------------------|
| CHAIRMAN 主席 | | | | | |
| The Hon Ronald ARCULLI, GBM, GBS, JP 夏佳理先生, GBM, GBS, JP | • | • | • | • | • |
| MEMBERS 成員 | | | | | |
| Mr Leo KUNG Lin-cheng, BBS, JP 孔令成先生, BBS, JP | • | • | • | (via teleconferencing) (透過電話會議) | — |
| Mr Andrew LAM Siu-lo, JP (since 28 November 2014) 林筱魯先生, JP (任期由2014年11月28日起) | --- | --- | --- | --- | • |
| Mr Victor LO Chung-wing, GBS, JP 羅仲榮先生, GBS, JP | • | — | • | • | • |
| The Hon SIN Chung-kai, SBS, JP (until 22 October 2014) 單仲偕議員, SBS, JP (任期至2014年10月22日) | (via teleconferencing) (透過電話會議) | • | --- | --- | --- |
| Dr the Hon Allan ZEMAN, GBM, GBS, JP 盛智文博士, GBM, GBS, JP | • | • | — | — | • |
| Secretary for Home Affairs or his representative 民政事務局局长或其代表 | • | • | • | • | • |
| Mr Michael LYNCH CBE AM Chief Executive Officer, WKCDA 連納智先生 CBE AM 西九文化區管理局行政總裁 | • | • | • | • | • |

• Present 出席 — Absent 缺席 --- Before appointment / retirement 就任前 / 已離任

MEETING ATTENDANCE RECORD

會議出席紀錄

DEVELOPMENT COMMITTEE

發展委員會

37TH MEETING
第37次會議
30/4/201438TH MEETING
第38次會議
30/5/201439TH MEETING
第39次會議
26/6/201440TH MEETING
第40次會議
25/7/2014

CHAIRMAN 主席

The Hon Ronald ARCULLI, GBM, GBS, JP
夏佳理先生, GBM, GBS, JP

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VICE-CHAIRMAN 副主席

Mr Andrew LAM Siu-lo, JP
林筱魯先生, JP

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MEMBERS 成員

Mr Chris IP Ngo-tung
葉傲冬先生

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Professor LEE Chack-fan, GBS, JP (until 22 October 2014)
李焯芬教授, GBS, JP (任期至2014年10月22日)

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Mr Victor LO Chung-wing, GBS, JP
羅仲榮先生, GBS, JP

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Ir Dr the Hon LO Wai-kwok, SBS, MH, JP (since 28 November 2014)
盧偉國議員, SBS, MH, JP (任期由2014年11月28日起)

The Hon SIN Chung-kai, SBS, JP (until 22 October 2014)
單仲偕議員, SBS, JP (任期至2014年10月22日)

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Mr Philip TSAI Wing-chung, JP
蔡永忠先生, JP

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Mr WAN Man-ye, BBS, JP (since 28 November 2014)
溫文儀先生, BBS, JP (任期由2014年11月28日起)

Ms YIP Wing-sie, BBS, JP (until 22 October 2014)
葉詠詩女士, BBS, JP (任期至2014年10月22日)

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Mr Danny YUNG Ning-tsun (until 22 October 2014)
榮念曾先生 (任期至2014年10月22日)

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Dr the Hon Allan ZEMAN, GBM, GBS, JP
盛智文博士, GBM, GBS, JP

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Mr Raymond FUNG Wing-kee, JP
(until 22 October 2014; and re-appointed since 5 January 2015)
馮永基先生, JP (原任期至2014年10月22日, 新任期由2015年1月5日起)

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Mr Christopher LAW, JP
羅健中先生, JP

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Mr LEE Shing-see, GBS, OBE, JP
李承仕先生, GBS, OBE, JP

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Professor Edward NG Yan-yung
吳恩融教授

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Professor WONG Sze-chun, BBS, JP
黃仕進教授, BBS, JP

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Representative from Home Affairs Bureau
民政事務局代表Mr WAN Man-leung
Project Manager
尹萬良先生
工程策劃總監Mr WAN Man-leung
Project Manager
尹萬良先生
工程策劃總監Mrs Sorais LEE, JP
Project Manager
李麗小娟女士, JP
工程策劃總監Mrs Sorais LEE, JP
Project Manager
李麗小娟女士, JP
工程策劃總監Representative from Development Bureau
發展局代表Mr WAI Chi-sing, GBS, JP
Permanent Secretary for
Development (Works)
韋志成先生, GBS, JP
常任秘書長(工務)Mr WONG Chung-leung
Principal Assistant Secretary
(Works)
黃仲良先生, JP
首席助理秘書長
(工務)Mr WAI Chi-sing, GBS, JP
Permanent Secretary for
Development (Works)
韋志成先生, GBS, JP
常任秘書長(工務)Mr WONG Chung-leung
Principal Assistant Secretary
(Works)
黃仲良先生
首席助理秘書長(工務)Representative from Office of the Government Chief Information Officer
政府資訊科技總監辦公室代表

• Present 出席

— Absent 缺席

---- Before appointment / retirement 就任前 / 已離任

MEETING ATTENDANCE RECORD
會議出席紀錄

| 41ST MEETING 第41次會議 5/9/2014 | 42ND MEETING 第42次會議 15/10/2014 | 43RD MEETING 第43次會議 12/11/2014 | 44TH MEETING 第44次會議 11/12/2014 | 45TH MEETING 第45次會議 23/1/2015 | 46TH MEETING 第46次會議 11/3/2015 |
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| Mrs Sorais LEE, JP Project Manager 李麗小娟女士, JP 工程策劃總監 | Mrs Sorais LEE, JP Project Manager 李麗小娟女士, JP 工程策劃總監 | Mrs Sorais LEE, JP Project Manager 李麗小娟女士, JP 工程策劃總監 | Mrs Sorais LEE, JP Project Manager 李麗小娟女士, JP 工程策劃總監 | Mrs Sorais LEE, JP Project Manager 李麗小娟女士, JP 工程策劃總監 | Mrs Sorais LEE, JP Project Manager 李麗小娟女士, JP 工程策劃總監 |
| Mr WONG Chung-leung Principal Assistant Secretary (Works) 黃仲良先生 首席助理秘書長(工務) | Mr WAI Chi-sing, GBS, JP Permanent Secretary for Development (Works) 韋志成先生, GBS, JP 常任秘書長(工務) | Mr WONG Chung-leung Principal Assistant Secretary (Works) 黃仲良先生 首席助理秘書長(工務) | Mr WONG Chung-leung Principal Assistant Secretary (Works) 黃仲良先生 首席助理秘書長(工務) | Mr WONG Chung-leung Principal Assistant Secretary (Works) 黃仲良先生 首席助理秘書長(工務) | Mr WAI Chi-sing, GBS, JP Permanent Secretary for Development (Works) 韋志成先生, GBS, JP 常任秘書長(工務) |
| --- | --- | --- | --- | --- | Mr Victor LAM, JP Deputy Government Chief Information Officer (Consulting and Operations) 林偉喬先生, JP 副政府資訊科技總監 (顧問服務及營運) |

MEETING ATTENDANCE RECORD

會議出席紀錄

INFORMATION AND COMMUNICATION TECHNOLOGIES
SUBCOMMITTEE (disbanded from 1 January 2015)
資訊及通訊科技小組委員會(於2015年1月1日起解散)12TH MEETING
第12次會議
24/5/201413TH MEETING
第13次會議
26/9/2014

CHAIRMAN 主席

The Hon SIN Chung-kai, SBS, JP
單仲偕議員, SBS, JP

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MEMBERS 成員

The Hon Ronald ARCULLI, GBM, GBS, JP
夏佳理先生, GBM, GBS, JP

•

•

Mr Michael LYNCH CBE AM
Chief Executive Officer, WKCD
連納智先生 CBE AM
西九文化區管理局行政總裁

•

•

Mr Benny CHIA Chun-heng, BBS
謝俊興先生, BBS

•

—

Mr Kenny CHIEN Kwok-keung
錢國強先生

•

—

Ms Barbara CHIU Cheuk-mun
招卓敏女士

•

•

The Hon Charles Peter MOK, JP
莫乃光議員, JP

•

—

Mr Ricky WONG Wai-kay
王維基先生

—

•

Mr Derek Emory YEUNG Ting-lap
楊鼎立先生

•

•

Dr Samson YOUNG
楊嘉輝博士

—

—

Representative from Office of the Government
Chief Information Officer
政府資訊科技總監辦公室代表Mr Alex LEE Jee-yin
Assistant Government Chief Information Officer
(IT Strategy)
李志賢先生
助理政府資訊科技總監
(資訊科技策略)Mr Victor LAM Wai-kiu, JP
Deputy Government Chief Information Officer
(Consulting and Operations)
林偉基先生, JP
副政府資訊科技總監
(顧問服務及營運)Representative from Home Affairs Bureau
民政事務局長代表

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• Present 出席 — Absent 缺席 ---- Before appointment / retirement 就任前 / 已離任

MEETING ATTENDANCE RECORD

會議出席紀錄

PERFORMING ARTS COMMITTEE
表演藝術委員會24TH MEETING
第24次會議
23/5/201425TH MEETING
第25次會議
7/8/201426TH MEETING
第26次會議
5/12/201427TH MEETING
第27次會議
9/3/2015

CHAIRMAN 主席

Dr the Hon Allan ZEMAN, GBM, GBS, JP
盛智文博士, GBM, GBS, JP

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MEMBERS 成員

Mr Chris IP Ngo-tung
葉傲冬先生

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Dr KAN Tai-keung, SBS (since 28 November 2014)
靳埭強博士, SBS (任期由2014年11月28日起)

•

Professor LEE Chack-fan, GBS, JP (until 22 October 2014)
李焯芬教授, GBS, JP (任期至2014年10月22日)

The Hon MA Fung-kwok, SBS, JP
馬逢國議員, SBS, JP

•

Dr Fredric MAO Chun-fai, BBS
毛俊輝博士, BBS

•

•

•

Ms Cissy PAO Pui-lai, BBS (since 28 November 2014)
包陪麗女士, BBS (任期由2014年11月28日起)

•

•

Professor Jenny SO Fong-suk (until 22 October 2014)
蘇芳淑教授 (任期至2014年10月22日)

•

Mr WAN Man-ye, BBS, JP (since 28 November 2014)
溫文儀先生, BBS, JP (任期由2014年11月28日起)

•

•

Ms YIP Wing-sie, BBS, JP (until 22 October 2014)
葉詠詩女士, BBS, JP (任期至2014年10月22日)

•

•

Mr Danny YUNG Ning-tsun (until 22 October 2014)
榮念曾先生 (任期至2014年10月22日)

•

•

Mr Benny CHIA Chun-heng, BBS (until 31 December 2014)
謝俊興先生, BBS (任期至2014年12月31日)

•

Mr Vincent CHOW Wing-shing, BBS, MBE, JP
周永成先生, BBS, MBE, JP

•

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•

Ms Tisa HO Kar-kuan (since 1 January 2015)
何嘉坤女士 (任期由2015年1月1日起)

•

Ms Stella LAU Yin-ling (since 1 January 2015)
劉燕玲女士 (任期由2015年1月1日起)

•

Mr Michael MACLEOD
麥高德先生

•

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•

Mr Willy TSAO Sing-yuen, BBS (until 31 December 2014)
曹誠淵先生, BBS (任期至2014年12月31日)

•

•

Mr Joseph TUNG Yao-chung, JP
董耀中先生, JP

•

•

Dr Liza WANG Ming-chun, SBS
汪明奎博士, SBS

•

Dr Elvin WONG Chi-chung
黃志宗博士

•

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Representative from Home Affairs Bureau
民政事務局代表Mrs Avia LAI WONG Shuk-han
Deputy Secretary for Home Affairs (3)
賴美淑女士
民政事務局副秘書長(3)Mrs Avia LAI WONG Shuk-han
Deputy Secretary for Home Affairs (3)
賴美淑女士
民政事務局副秘書長(3)Mrs Avia LAI WONG Shuk-han
Deputy Secretary for Home Affairs (3)
賴美淑女士
民政事務局副秘書長(3)Ms Sabrina LAU Chung
Principal Assistant Secretary
(MKCD)
羅中女士
民政事務局首席助理秘書長
(西九文化區)Representative from Leisure and Cultural Services Department
康樂及文化事務署代表Ms Winsome CHOW
Assistant Director
(Performing Arts)
周惠心女士
助理署長(演藝)Ms Winsome CHOW
Assistant Director
(Performing Arts)
周惠心女士
助理署長(演藝)Ms Winsome CHOW
Assistant Director
(Performing Arts)
周惠心女士
助理署長(演藝)Ms Elaine YEUNG
Assistant Director
(Performing Arts)
楊芷蘭女士
助理署長(演藝)

• Present 出席

— Absent 缺席

--- Before appointment / retirement 就任前 / 已離任

MEETING ATTENDANCE RECORD

會議出席紀錄

MUSEUM COMMITTEE

博物館委員會

| | 21ST MEETING 第21次會議 2/4/2014 | 22ND MEETING 第22次會議 16/6/2014 | 23RD MEETING 第23次會議 10/10/2014 | 24TH MEETING 第24次會議 16/12/2014 | 25TH MEETING 第25次會議 27/3/2015 |
|---|--|--|--|--|--|
| CHAIRMAN 主席 | | | | | |
| Mr Victor LO Chung-wing, GBS, JP 羅仲榮先生, GBS, JP | • | • | • | • | • |
| MEMBERS 成員 | | | | | |
| Dr Adrian CHENG Chi-kong (since 28 November 2014) 鄭志剛博士 (任期由2014年11月28日起) | --- | --- | --- | • | • |
| Mr Raymond FUNG Wing-kee, JP (until 22 October 2014) 馮永基先生, JP (任期至2014年10月22日) | • | • | • | --- | --- |
| Mr Chris IP Ngo-tung 葉傲冬先生 | • | • | --- | • | --- |
| Dr KAN Tai-keung, SBS (since 28 November 2014) 靳埭強博士, SBS (任期由2014年11月28日起) | --- | --- | --- | --- | • |
| Mr Leo KUNG Lin-cheng, BBS, JP (since 28 November 2014) 孔令成先生, BBS, JP (任期由2014年11月28日起) | --- | --- | --- | • | --- |
| The Hon MA Fung-kwok, SBS, JP (until 27 November 2014) 馬逢國議員, SBS, JP (任期至2014年11月27日) | --- | --- | --- | --- | --- |
| Ms Cissy PAO Pui-lai, BBS (since 28 November 2014) 包陪麗女士, BBS (任期由2014年11月28日起) | --- | --- | --- | • | • |
| The Hon SIN Chung-kai, SBS, JP (until 22 October 2014) 單仲愷議員, SBS, JP (任期至2014年10月22日) | (via teleconferencing) (透過電話會議) | (via teleconferencing) (透過電話會議) | (via teleconferencing) (透過電話會議) | --- | --- |
| Professor Jenny SO Fong-suk (until 22 October 2014) 蘇芳淑教授 (任期至2014年10月22日) | • | --- | • | --- | --- |
| Mr WAN Man-ye, BBS, JP (since 28 November 2014) 溫文儀先生, BBS, JP (任期由2014年11月28日起) | --- | --- | --- | • | --- |
| Mr Johnson CHANG Tsong-zung (until 31 December 2014) 張頌仁先生 (任期至2014年12月31日) | • | --- | --- | • | --- |
| Professor David CLARKE 祈大衛教授 | • | --- | --- | • | • |
| Mr Roger GARCIA (since 1 January 2015) 高思雅先生 (任期由2015年1月1日起) | --- | --- | --- | --- | • |
| Ms Claire HSU Man-kai 徐文玟女士 | --- | • | --- | • | --- |
| Mr Alan LAU Ka-ming (since 1 January 2015) 劉家明先生 (任期由2015年1月1日起) | --- | --- | --- | --- | • |
| Mr LEUNG Chi-wo (until 31 December 2014) 梁志和先生 (任期至2014年12月31日) | • | • | • | • | --- |
| Ms LO Kai-yin, SBS 羅啟妍女士, SBS | (via teleconferencing) (透過電話會議) | (via teleconferencing) (透過電話會議) | • | • | • |
| Mr Vincent LO Wing-sang, BBS, JP (since 1 January 2015) 羅榮生先生, BBS, JP (任期由2015年1月1日起) | --- | --- | --- | --- | • |
| Mr David PONG Chun-ye, JP 龐俊怡先生, JP | • | • | • | • | --- |
| Ms Nansun SHI 施南生女士 | --- | --- | --- | • | --- |
| Dr Uli SIGG (since 1 January 2015) 烏利·希克博士 (任期由2015年1月1日起) | --- | --- | --- | --- | --- |
| Mr Alan WAN Siu-lun (until 31 December 2014) 溫紹倫先生 (任期至2014年12月31日) | --- | • | • | --- | --- |
| Ms Ada WONG Ying-kay, JP (since 1 January 2015) 黃英琦女士, JP (任期由2015年1月1日起) | --- | --- | --- | --- | • |
| Mr Rocco YIM Sen-kee, BBS, JP (since 1 January 2015) 嚴迅奇先生, BBS, JP (任期由2015年1月1日起) | --- | --- | --- | --- | • |
| Representative from Home Affairs Bureau 民政事務局代表 | Ms Sabrina LAW Chung Principal Assistant Secretary (WKCD) 羅中女士 民政事務局 首席助理秘書長 (西九文化區) | Ms Sabrina LAW Chung Principal Assistant Secretary (WKCD) 羅中女士 民政事務局 首席助理秘書長 (西九文化區) | Mrs Betty FUNG CHING Suk-ye, JP Permanent Secretary for Home Affairs 馮程淑儀女士 民政事務局 常任秘書長 | Mrs Avia LAI WONG Shuk-han Deputy Secretary for Home Affairs (3) 賴黃淑嫻女士 民政事務局 副秘書長(3) | Mrs Betty FUNG CHING Suk-ye, JP Permanent Secretary for Home Affairs 馮程淑儀女士 民政事務局 常任秘書長 |
| Representative from Leisure and Cultural Services Department 康樂及文化事務署代表 | Dr Louis NG Assistant Director (Heritage & Museums) 吳志華博士 助理署長(文博) | Ms Eve TAM Museum Director (Hong Kong Museum of Art) 譚美兒女士 總館長(藝術館) | Dr Louis NG Assistant Director (Heritage & Museums) 吳志華博士 助理署長(文博) | Mr CHAN Shing-wai Assistant Director (Heritage & Museums) 陳承緯先生 助理署長(文博) | Ms Eve TAM Museum Director (Hong Kong Museum of Art) 譚美兒女士 總館長(藝術館) |

• Present 出席

— Absent 缺席

---- Before appointment / retirement 就任前 / 已離任

MEETING ATTENDANCE RECORD

會議出席紀錄

| INTERIM ACQUISITION COMMITTEE 臨時購藏委員會 | 14TH MEETING 第14次會議 7/5/2014 | 15TH MEETING 第15次會議 22/7/2014 | 16TH MEETING 第16次會議 16/9/2014 | 17TH MEETING 第17次會議 4/11/2014 | 18TH MEETING 第18次會議 18/12/2014 | 19TH MEETING 第19次會議 15/1/2015 | 20TH MEETING 第20次會議 12/3/2015 |
|--|------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------------------|-------------------------------------|-------------------------------------|
| CHAIRMAN 主席 | | | | | | | |
| Mr Victor LO Chung-wing, GBS, JP 羅仲榮先生, GBS, JP | • | • | • | • | • | • | • |
| MEMBERS 成員 | | | | | | | |
| Dr Adrian CHENG Chi-kong (since 28 November 2014) 鄭志剛博士 (任期由2014年11月28日起) | --- | --- | --- | --- | • | — | • |
| Dr KAN Tai-keung, SBS 靳埭強博士, SBS | • | • | • | • | — | • | — |
| Ms Sabrina FUNG 馮美瑩女士 | • | • | • | • | • | • | • |
| Ms Claire HSU Man-kai 徐文玠女士 | • | — | — | — | • | • | — |
| Mr LEUNG Chi-wo (until 31 December 2014) 梁志和先生 (任期至2014年12月31日) | • | • | — | • | — | --- | --- |
| Mr Vincent LO Wing-sang, BBS, JP 羅榮生先生, BBS, JP | • | • | — | • | • | • | • |
| Ms Ellen PAU 鮑藹倫女士 | • | • | • | — | • | — | • |
| Mr David PONG Chun-ye, JP 龐俊怡先生, JP | • | • | • | • | • | • | • |
| Ms Nansun SHI 施南生女士 | — | • | — | — | • | • | — |
| Dr Uli SIGG (since 1 January 2015) 烏利•希克博士 (任期由2015年1月1日起) | --- | --- | --- | --- | --- | • | • |

• Present 出席 — Absent 缺席 --- Before appointment / retirement 就任前 / 已離任

MEETING ATTENDANCE RECORD

會議出席紀錄

| REMUNERATION COMMITTEE 薪酬委員會 | 33RD MEETING 第33次會議 10/6/2014 | 34TH MEETING 第34次會議 22/9/2014 | 35TH MEETING 第35次會議 13/1/2015 |
|--|---|---|--|
| CHAIRMAN 主席 | | | |
| Mr Andrew LAM Siu-lo, JP (since 28 November 2014) 林筱魯先生, JP (任期由2014年11月28日起) | --- | --- | • |
| The Hon SIN Chung-kai, SBS, JP (until 22 October 2014) 單仲偕議員, SBS, JP (任期至2014年10月22日) | • | • | --- |
| MEMBERS 成員 | | | |
| The Hon Ronald ARCULLI, GBM, GBS, JP 夏佳理先生, GBM, GBS, JP | • | • | • |
| The Hon Jeffrey LAM Kin-fung, GBS, JP (until 22 October 2014) 林健鋒議員, GBS, JP (任期至2014年10月22日) | --- | • | --- |
| Dr Fredric MAO Chun-fai, BBS (since 24 March 2015) 毛俊輝博士, BBS (任期由2015年3月24日起) | --- | --- | --- |
| Mr Philip TSAI Wing-chung, JP 蔡永忠先生, JP | • | • | • |
| Mr Danny YUNG Ning-tsun (until 22 October 2014) 榮念曾先生 (任期至2014年10月22日) | • | --- | --- |
| Mr William CHAN Fu-keung, BBS (since 1 January 2015) 陳富強先生, BBS (任期由2015年1月1日起) | --- | --- | • |
| Mr LAI Kam-tong 黎鑑棠先生 | • | --- | • |
| Representative from Home Affairs Bureau 民政事務局代表 | Mrs Avia LAI WONG Shuk-han Deputy Secretary for Home Affairs (3) 賴黃淑嫻女士 民政事務局副秘書長(3) | Mrs Avia LAI WONG Shuk-han Deputy Secretary for Home Affairs (3) 賴黃淑嫻女士 民政事務局副秘書長(3) | Ms Sabrina LAW Chung Principal Assistant Secretary (WKCD) 羅中女士 民政事務局首席助理秘書長 (西九文化區) |

• Present 出席 — Absent 缺席 ---- Before appointment / retirement 就任前 / 已離任

MEETING ATTENDANCE RECORD

會議出席紀錄

| INVESTMENT COMMITTEE 投資委員會 | 25TH MEETING 第25次會議 1/4/2014 | 26TH MEETING 第26次會議 29/4/2014 | 27TH MEETING 第27次會議 25/7/2014 | 28TH MEETING 第28次會議 14/10/2014 | 29TH MEETING 第29次會議 8/1/2015 |
|---|---|---|---|---|---|
| CHAIRMAN 主席 | | | | | |
| Mr Leo KUNG Lin-cheng, BBS, JP 孔令成先生, BBS, JP | • | • | • | • | • |
| MEMBERS 成員 | | | | | |
| The Hon Ronald ARCULLI, GBM, GBS, JP (until 31 December 2014) 夏佳理先生, GBM, GBS, JP (任期至2014年12月31日) | • | — | (via teleconferencing) (透過電話會議) | — | --- |
| The Hon SIN Chung-kai, SBS, JP (until 22 October 2014) 單仲偕議員, SBS, JP (任期至2014年10月22日) | (via teleconferencing) (透過電話會議) | • | • | • | --- |
| Dr the Hon Allan ZEMAN, GBM, GBS, JP 盛智文博士, GBM, GBS, JP | (via teleconferencing) (透過電話會議) | — | — | (via teleconferencing) (透過電話會議) | • |
| Mr Clifford CHIU 邱令智先生 | (via teleconferencing) (透過電話會議) | (via teleconferencing) (透過電話會議) | — | (via teleconferencing) (透過電話會議) | (via teleconferencing) (透過電話會議) |
| Mr CHUA Sue-wan 蔡思遠先生 | (via teleconferencing) (透過電話會議) | • | • | • | • |
| Mr Kevin Anthony WESTLEY, BBS 韋智理先生, BBS | (via teleconferencing) (透過電話會議) | — | — | • | • |
| Mr Elvin YU Tin-yau (since 1 January 2015) 余天佑先生 (任期由2015年1月1日起) | --- | --- | --- | --- | • |
| Representative from Financial Services and the Treasury Bureau 財經事務及庫務局代表 | Mr YUEN Wong-che, Alvin Principal Assistant Secretary for Financial Services & the Treasury (Treasury) (MA) 袁旺枝先生 財經事務及庫務局 首席助理秘書長 (庫務)(管理會計) | Mr YUEN Wong-che, Alvin Principal Assistant Secretary for Financial Services & the Treasury (Treasury) (MA) 袁旺枝先生 財經事務及庫務局 首席助理秘書長 (庫務)(管理會計) | Mr YUEN Wong-che, Alvin Principal Assistant Secretary for Financial Services & the Treasury (Treasury) (MA) 袁旺枝先生 財經事務及庫務局 首席助理秘書長 (庫務)(管理會計) | Mr YUEN Wong-che, Alvin Principal Assistant Secretary for Financial Services & the Treasury (Treasury) (MA) 袁旺枝先生 財經事務及庫務局 首席助理秘書長 (庫務)(管理會計) | Mr YUEN Wong-che, Alvin Principal Assistant Secretary for Financial Services & the Treasury (Treasury) (MA) 袁旺枝先生 財經事務及庫務局 首席助理秘書長 (庫務)(管理會計) |
| Director of Accounting Services or his representative 庫務署署長或其代表 | Mr Kenneth SIU Assistant Director of Accounting Services (Fund Management) 邵國華先生 助理署長(基金管理) | Mr Kenneth SIU Assistant Director of Accounting Services (Fund Management) 邵國華先生 助理署長(基金管理) | Mr Kenneth SIU Assistant Director of Accounting Services (Fund Management) 邵國華先生 助理署長(基金管理) | Mr Kenneth SIU Assistant Director of Accounting Services (Fund Management) 邵國華先生 助理署長(基金管理) | Mr Kenneth SIU Assistant Director of Accounting Services (Fund Management) 邵國華先生 助理署長(基金管理) |
| Representative from Home Affairs Bureau 民政事務局代表 | Mr WAN Man-leung Project Manager 尹萬良先生 工程策劃總監 | Mr WAN Man-leung Project Manager 尹萬良先生 工程策劃總監 | Mrs Sorais LEE, JP Project Manager 李關小娟女士, JP 工程策劃總監 | Mrs Sorais LEE, JP Project Manager 李關小娟女士, JP 工程策劃總監 | Mrs Sorais LEE, JP Project Manager 李關小娟女士, JP 工程策劃總監 |

• Present 出席 — Absent 缺席 --- Before appointment / retirement 就任前 / 已離任

MEETING ATTENDANCE RECORD

會議出席紀錄

| AUDIT COMMITTEE 審計委員會 | 16TH MEETING 第16次會議 11/04/2014 | 17TH MEETING 第17次會議 05/06/2014 | 18TH MEETING 第18次會議 03/11/2014 | 19TH MEETING 第19次會議 06/02/2015 |
|---|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| CHAIRMAN 主席 | | | | |
| Mr Philip TSAI Wing-chung, JP 蔡永忠先生, JP | • | • | • | • |
| MEMBERS 成員 | | | | |
| Mr Andrew LAM Siu-lo, JP (until 27 November 2014) 林筱魯先生, JP (任期至2014年11月27日) | — | • | • | --- |
| Ir Dr the Hon LO Wai-Kwok, SBS, MH, JP (since 28 November 2014) 盧偉國議員, SBS, MH, JP (任期由2014年11月28日起) | --- | --- | --- | • |
| Mr WAN Man-ye, BBS, JP (since 28 November 2014) 溫文儀先生, BBS, JP (任期由2014年11月28日起) | --- | --- | --- | • |
| Mr Clement CHAN Kam-wing 陳錦榮先生 | — | • | — | — |
| Mr Wilson FUNG Ying-wai 馮英偉先生 | • | • | • | • |
| Mr William LO Chi-chung (until 31 December 2014) 羅志聰先生 (任期至2014年12月31日) | • | • | • | --- |

• Present 出席 — Absent 缺席 --- Before appointment / retirement 就任前 / 已離任

MEETING ATTENDANCE RECORD

會議出席紀錄

CONSULTATION PANEL
諮詢會12TH MEETING
第12次會議
21/5/201413TH MEETING
第13次會議
12/8/201414TH MEETING
第14次會議
19/12/201415TH MEETING
第15次會議
27/2/2015

CHAIRMAN 主席

Professor John LEONG Chi-yan, SBS, JP
梁智仁教授, SBS, JP

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MEMBERS 成員

The Hon Ronald ARCULLI, GBM, GBS, JP
夏佳理先生, GBM, GBS, JP

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Dr the Hon Allan ZEMAN, GBM, GBS, JP
盛智文博士, GBM, GBS, JP

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Mr CHENG Chi-ming (until 28 September 2014)
鄭志明先生 (任期至2014年9月28日)

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Mr CHING Cheung-ying, MH (since 1 March 2015)
程張迎先生, MH (任期由2015年3月1日起)

Mr CHOW Yick-hay, BBS, JP (since 1 March 2015)
周奕希先生, BBS, JP (任期由2015年3月1日起)

Mr Derek HUNG Chiu-wah
孔昭華先生

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Dr HUNG Keung (until 28 February 2015)
洪強博士 (任期至2015年2月28日)

Ms KO Po-ling, BBS, MH, JP
高寶齡女士, BBS, MH, JP

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Mr Bankee KWAN Pak-hoo, JP (until 28 February 2015)
關百豪先生, JP (任期至2015年2月28日)

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Ms Ida LAM Choi-chu (until 28 February 2015)
林彩珠女士 (任期至2015年2月28日)

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Mr LAM Ying-kit
林英傑先生

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Professor Lena LEE (since 1 March 2015)
李瑩教授 (任期由2015年3月1日起)

Mr William LEUNG Wing-cheung, BBS, JP (until 28 February 2015)
梁永祥先生, BBS, JP (任期至2015年2月28日)

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Dr MAN Ying-ling (until 28 February 2015)
文英玲博士 (任期至2015年2月28日)

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The Hon Charles Peter MOK, JP
莫乃光議員, JP

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Mr NG Cheuk-yin (since 1 March 2015)
伍卓賢先生 (任期由2015年3月1日起)

Ms Yolanda NG Yuen-ting, MH (since 1 March 2015)
伍婉婷女士, MH (任期由2015年3月1日起)

Mr TAI Hay-lap, BBS, JP (until 28 February 2015)
戴希立先生, BBS, JP (任期至2015年2月28日)

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Mr TANG Shu-wing (since 1 March 2015)
鄧樹榮先生 (任期由2015年3月1日起)

The Hon Paul TSE Wai-chun, JP (until 28 February 2015)
謝偉俊議員, JP (任期至2015年2月28日)

•

Dr John TSE Wing-ling, MH (until 28 February 2015)
謝永齡博士, MH (任期至2015年2月28日)

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Mr Coleman WAI Ching
韋政先生

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Ms Ada WONG Ying-kay, JP
黃英琦女士, JP

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Dr YAU Wing-kwong, JP (until 28 February 2015)
邱榮光博士, JP (任期至2015年2月28日)

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•

The Hon Wayne YIU Si-wing, BBS (since 1 March 2015)
姚思榮議員, BBS (任期由2015年3月1日起)

• Present 出席

— Absent 缺席

---- Before appointment / retirement 就任前 / 已離任

PHOTO CREDITS

圖片來源

Cover 封面：



Photo 攝影：Cheung Chi-wai

023：



Antony Gormley, *Asian Field*
2003, Approx. 180,000 hand-sized clay
figures made in collaboration with
350 people of all ages from
Xiangshan village, north-east of
Guangzhou, south China. Clay from
Guangdong Province, China,
each figure 8-26cm
© Antony Gormley
Photo: Dai Wei, Shanghai

Antony Gormley · 《亞洲土地》
2003，中國廣泥土，約180,000件
與中國廣州市東北部香山村350位
村民協作的小泥人塑像，每個小泥人
塑像約8-26厘米
© Antony Gormley
攝影：Dai Wei，上海

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westKowloon

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香港九龍尖沙咀廣東道9號
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