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## ABOUT WEST KOWLOON CULTURAL DISTRICT AUTHORITY

The West Kowloon Cultural District (“WKCD”) is a strategic investment by the Government of Hong Kong Special Administrative Region (“HKSAR”) 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 (“WKCDA” or “the Authority”) was established under the West Kowloon Cultural District Authority 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. WKCDA 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 is an integrated arts and cultural district that will:

- provide quality culture, entertainment and tourism programmes with a must-visit appeal for both local residents and visitors from around the world;
- meet the long-term needs of Hong Kong’s arts and cultural development and foster 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 WKCDA by or under the WKCDA Ordinance or any other Ordinance.

## 關於西九文化區管理局

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，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。

作為一個綜合文化藝術區，西九將會：

- 提供優質文化、消閒及旅遊節目，以無可抗拒的魅力吸引本地居民和世界各地遊客；
- 配合香港文化藝術發展的長遠需要，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；
- 按照核准發展圖則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、學習及練習；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。

## 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 between mainland China, Hong Kong and elsewhere;
- To facilitate and enhance cooperation between any government or non-government body or organisation and providers of the arts, inside or outside Hong Kong;
- 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 arts-related personnel;
- 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；
- 促進並加強中國內地、香港與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；
- 提升香港作為旅遊熱點的地位。

對社區而言：

- 鼓勵本地社會更廣泛地參與各類文化藝術；
- 向本地社會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；
- 在西九免費提供或協助提供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作品及實驗作品；
- 發掘及培育本地藝術界人才、本地藝術團體及與藝術有關的本地從業員；
- 促進文化及創意產業的發展。

對觀眾而言：

- 提升及推展在各類文化藝術方面的卓越表現、創新、創造力及多樣化；
- 提升對多元化藝術的欣賞。

## CHAIRMAN'S STATEMENT

I am pleased to introduce the 2013/14 Annual Report of the West Kowloon Cultural District Authority (WKCD).

My second year as chairman was both exciting and challenging, and I am very pleased to see the project beginning to take shape, both in the area of architectural design and construction, and in the development of its future artistic programming.

For me, one of the most exciting moments of the year was when I officiated at the groundbreaking ceremony of the Xiqu Centre in September 2013 – the first performing arts venue to begin construction in the District. This defining moment in the history of the West Kowloon Cultural District (WKCD) underlines both the importance the Government attaches to supporting the development of Cantonese opera and our determination to strengthen Hong Kong's position as an international centre for arts and culture.

Another important event was the unveiling of the design for M+, Hong Kong's new museum for visual culture, which will be built at the western end of the District. Following the announcement of the winning design, M+ mounted the exhibition, *Building M+: The Museum and Architecture Collection*, which offered the public a first glimpse of M+'s architecture collection as well as a closer look at the bold design for the M+ museum. It was thrilling to walk through the exhibits and models, appreciating the dedication that is going into building a world-class museum for visual culture for the people of Hong Kong and visitors across the globe.

One of the most important elements of the WKCD project, the Park, is now in full swing with the appointment of a design team. This hugely anticipated new public open space is planned to be the first part of the District to be opened for enjoyment by the Hong Kong public.

## 主席報告

我欣然介紹西九文化區管理局（管理局）2013/14周年報告。

這是我出任董事局主席的第二年，這一年來的工作既令人興奮又充滿挑戰。西九文化區（西九）項目在建築設計和施工，以及未來藝術節目的發展方向兩方面均漸見規模，對此我感到十分高興。

對我而言，過去一年最令人振奮的一刻，莫過於2013年9月為戲曲中心主持動土儀式。戲曲中心是文化區內首個動工興建的表演藝術場地，這個西九歷史性的一刻，不但體現了政府對粵劇發展的支持和重視，同時也顯示了政府將香港發展成國際文化藝術中心的決心。

另一項里程碑就是公布M+博物館大樓的設計。M+是香港嶄新的視覺文化博物館，落成後將坐落在西九的西端。獲選的博物館大樓設計公布後，M+隨即舉辦了「構。建M+：博物館設計方案及建築藏品」展覽，讓公眾率先一睹M+的建築藏品，以及近距離欣賞M+博物館的創新設計。觀賞展品與模型讓人倍感興奮，也令我從中體會到西九團隊全心全意為香港市民及訪客建立一所世界級視覺文化博物館的熱誠。

西九公園是西九整體發展規劃中一個舉足輕重的組成部分，繼委聘設計團隊後，設計工作現正進行得如火如荼。這個新公共空間將成為西九首個開放予市民大眾享用的設施，令人期待。

“I am very pleased to see the project beginning to take shape, both in the area of architectural design and construction, and in the development of future artistic programming. 西九文化區項目在建築設計和施工，以及未來藝術節目的發展方向兩方面均漸見規模，對此我感到十分高興。”

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



The Authority has made great strides in nurturing new audiences and cultivating the public's interest in the arts, in preparation for the completion of the facilities. A well-received array of performances, events, exhibitions, forums and workshops were organised throughout the year, including *Mobile M+: INFLATION!*, *West Kowloon Bamboo Theatre, Freespace Fest 2013*, *M+ Matters* seminar series, and *Xiqu Centre Seminar Series*, to name just a few.

During the year, deliberations within the Authority and with the senior echelon of the Government had taken place in light of the very significant construction cost escalation. Government's agreement to fully finance the integrated basement provides some relief but a pragmatic approach to taking this mega project forward is necessary. It should always be remembered that the development of the WKCD project spans many years and the actual costs for the construction will be impacted by factors including economic changes, design modifications, scheduling alterations and different financing structures for different projects. Hence we attach great importance to the financial management of the project.

To ensure that the endowment is well spent, the Authority will continue to control costs rigorously and prudently. Governance is another area that we consider to be of paramount importance. The Executive Committee, comprising the chairmen of five committees under the Board, was established in February 2013. Under the able chairmanship of Mr Ronald Arculli, the Committee effectively provided high-level stewardship on strategy and in coordinating issues across different functions within WKCDA throughout the financial year of 2013/14.

I am also grateful to Prof John Leong Chi-yan for his leadership as Chairman of the Consultation Panel, which serves as a bridge between the public and WKCDA in this important stage in the development of the District.

在開拓新的觀眾群和培養公眾對藝術的興趣方面，管理局亦取得了重大進展，為設施落成作好準備。年內管理局舉行了一連串表演、活動、展覽、論壇及工作坊，如「M+進行：充氣！」、「西九大戲棚」、「自由野2013」、「M+思考」公眾論壇系列，以及「戲曲中心講座系列」等，均深受公眾歡迎。

由於建築成本大幅上升，過去一年管理局內部以及政府高層為此進行了多番討論。政府同意承擔興建綜合地庫的全數費用，此舉能略為紓緩管理局的財政壓力，但更重要的，是讓我們以務實的態度推動這個大型項目的發展。我們須時刻謹記的是，西九項目的發展持續多年，而建築工程的實際成本將受多種因素影響，包括經濟變動、設計修改、工程時間表修訂及不同項目的不同融資方案。因此項目的財務管理十分重要，我們會給予高度重視。

為確保撥款用得其所，管理局將繼續嚴格及審慎地控制成本。另一方面，機構管治亦是我們十分重視的一個範疇。由董事局轄下五個委員會的主席組成的行政委員會已於2013年2月成立，在主席夏佳理先生的出色領導下，委員會在2013/14財政年度實施了有效且高水準的策略管理，統籌管理局內不同職能的事務。

我衷心感謝諮詢會主席梁智仁教授，在他英明的領導下，諮詢會在西九發展的重要階段中發揮了公眾與管理局之間的橋樑角色。

I am particularly pleased about the re-appointment of our Chief Executive Officer, Mr Michael Lynch, for a further two-year term from July 2014. WKCD has reached an intensive stage in its development and we are fortunate to have Michael to provide the needed leadership and continuity in moving the project forward at this important time. In recognition of the complexity and the current stage of project development, the Board also agreed to create a new position of Chief Operating Officer to support the Chief Executive Officer in handling infrastructure development, commercial planning and operational matters so as to maintain the momentum and strengthen the expertise of WKCDA. We hope that the public would continue to support the Authority in its mission to transform WKCD into a world-class arts and cultural district for all.

I would like to take this opportunity to thank the members of the Board for their valuable contributions over the year. I also thank all the staff at WKCDA for their hard work and devotion. Last but certainly not least, I would like to express my gratitude to all our stakeholders and the public for their support, views and encouragement.

As WKCD continues to develop, there will be more challenges and more rewards. I have total faith, however, that this meaningful and inspiring project will forge ahead and become an attraction that will make Hong Kong one of the world's great cultural hubs.



**Mrs Carrie Lam Cheng Yuet-ngor, GBS, JP**

Chairman of the Board of West Kowloon Cultural District Authority

**林鄭月娥女士, GBS, JP**

西九文化區管理局董事局主席

Hong Kong, 29 August 2014

2014年8月29日於香港

對於能再度委任連納智先生出任行政總裁，我感到特別高興。他的第二個任期由2014年7月開始，為期兩年。管理局現正密鑼緊鼓地推展西九計劃，在這個重要時刻能繼續得到連納智先生的率領，我們深感榮幸。有鑑於項目發展的複雜性及現階段的發展狀況，董事局同意增設營運總裁一職，以協助行政總裁處理基礎設施建設、商業策劃及營運方面的工作，從而保持持續穩定的發展和加強管理局的專業管理。我們希望公眾能繼續支持管理局的使命——將西九發展成人人共享的世界級文化藝術區。

我希望藉此機會感謝董事局成員於過去一年的重要貢獻；此外我亦感謝管理局內所有盡心竭力的員工。最後，我更希望向所有持份者及公眾人士致以衷心謝意，感謝他們給予的支持、意見和鼓勵。

隨着西九不斷發展，日後挑戰更多，回報亦將更多。我深信這個富有意義和令人期待的項目會努力向前邁進，將發展成為一個充滿魅力的文化區，令香港躋身世界頂尖文化樞紐之列。

## CHIEF EXECUTIVE OFFICER'S STATEMENT

## 行政總裁報告

In my three years as CEO of WKCD, much has happened, and I am pleased to be able to say that a huge amount of progress has been made. My motto has always been "together let's turn vision into reality" and 2013 was the year that the Authority started to make good on its pledge to create for Hong Kong a world-class arts and cultural district.

The groundbreaking of the Xiqu Centre was an important milestone, but equally satisfying has been the rapid progress of M+, the Arts Pavilion, Freespace, the Park and Lyric Theatre. The announcement of the design team for the Park is of particular significance as this large public space is so important to the people of Hong Kong. It will act as the green heart of the District and hopefully provide a shining example of how public space and cultural programming can combine to create something new and exciting for the city.

The significance of the Park is also a reminder that while the buildings are an important part of this project, it is the artistic content and public programmes that are the essential elements for success. For the District the development of content alongside the facilities provides us with a remarkable opportunity to test out ideas and further develop the new talent we need to perform in, programme and manage the venues.

Encouragingly the huge turnout for events like *Mobile M+: INFLATION!*, *West Kowloon Bamboo Theatre* and *Freespace Fest* shows there is a growing local appetite for the arts. The effects can be seen increasingly across the city and we can only expect this interest to grow as the District starts to open in stages over the next few years.

我出任管理局行政總裁這三年間發生了不少大事，現在我能夠很高興地告訴大家，西九已取得重大進展。我一直深信，我們可以攜手使願景成真。而在2013這一年，管理局開始逐步實現承諾，為香港創造一個世界級的文化藝術區。

戲曲中心的動土固然是一個重要里程碑，我們同時亦樂見M+、小型藝術展館、自由空間、西九公園與演藝劇場均迅速發展。其中，公布西九公園的設計團隊，更是別具意義。這個大型公共空間對香港人來說意義非凡，它不但會成為西九的綠色心臟，更可望建立公共空間結合文化活動的模式，為香港帶來創新與驚喜。

西九公園的意義亦提醒我們，儘管建築物是西九的重要部分，但藝術內容和公眾節目才是項目能否成功的要素。我們在這文化區建設場地的同時，亦致力策劃內容，除了試驗不同意念，亦為未來場地表演節目策劃和營運設施培育人才。

另一方面，「M+進行：充氣！」、「西九大戲棚」及「自由野」等活動反應熱烈，實在令人鼓舞，更可見本港市民對文化藝術活動的興趣日濃，而這影響亦日漸擴展至城市每一角落。我們相信隨着西九設施在未來數年逐步落成，市民對文化藝術活動的興趣將有增無減。

“2013 was the year that the Authority started to make good on its pledge to create for Hong Kong a world-class arts and cultural district. 在2013這一年，管理局開始逐步實現承諾，為香港創造一個世界級的文化藝術區。”

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



One of the most inspiring aspects of these projects has been the work done to develop new creative talent, engage children and families, and offer training and development opportunities through internships and workshops. Whether providing a platform for new xiqu talent through the *Rising Stars in Cantonese Opera Showcase*, taking M+ interns to experience the Venice Biennale, offering young people at *Freespace Fest* the chance to try street dance and parkour, giving children the chance to design their "ideal city" as part of the *Building M+* exhibition, or providing training for the arts administrators of the future, the commitment the Authority has towards learning and personal development is always evident.

A project of this scale and ambition requires a strong team and I am delighted that we were able to add a number of key roles like Chief Curator for M+, Chief Technology Officer and two Heads of Artistic Development, for Theatre and for Dance. I was also delighted to accept a second term as CEO allowing me the opportunity to build on the sound work we have done preparing for what will be an intensive period of construction.

It would be remiss of me if I did not say that this year has had its share of challenges. Understandably we face scrutiny from our stakeholders, the public and the Legislative Council. The management of the Authority has exercised stringent cost control across all areas and we have increased our stakeholder engagement activities. Under the careful management of the Finance Department we have increased the value of the Authority's net assets by 2.4% to HK\$24.5 billion.

我們策劃這些活動最別具意義之處，在於着重培育新進創意人才、鼓勵兒童和家庭參與，以及透過實習及工作坊等提供培訓和發展的機會。無論是透過「西九戲曲中心粵劇新星展演」為戲曲界新星提供平台；M+實習生到威尼斯雙年展汲取寶貴經驗；年輕人在「自由野」中一展街舞和跑酷才華；小朋友在「構。建M+」展覽中設計心目中的「理想城市」，還是培育新一代的藝術行政人員，均證明管理局在教育學習和培訓發展上不遺餘力。

西九規模及抱負宏大，實在需要一支強大的管理團隊。我很高興管理局今年增設了M+總策展人、資訊及通訊科技總監、藝術發展主管（劇場）和藝術發展主管（舞蹈）等多個主要職位。而我亦欣然接受了行政總裁的第二個任期，使我可以繼續與大家共同努力，在工作上獲得進一步的成果，迎接下一階段緊湊的建築工程。

在此我亦不得不提及這年遇到的種種挑戰。誠然，我們受到持份者、公眾及立法會的監察，而管理局已在各個範疇嚴格控制成本，還增加與持份者的溝通。在財務部的審慎理財下，我們已將管理局的資產淨值提升了2.4%至245億港元。

I would like to thank the Chairman, the Board, the Executive Committee and the various committees for their support throughout the year. In particular I would like to thank Mr Ronald Arculli for his invaluable steer and contributions to this project. I also thank the members of Hong Kong's arts community who generously shared their experience and opinions and all the staff at WKCDA for their dedication and commitment to our mission. But most importantly I want to thank the hundreds of thousands of people who attended our events at WKCD and elsewhere in the city. To you I say, "Watch this space. There is more to come!"

我藉此衷心感謝董事局主席和各成員、行政委員會以及各個委員會在過去一年的支持。我特別感謝夏佳理先生為這個項目提供寶貴意見和作出貢獻。此外，我亦感謝香港藝術界人士慷慨分享經驗和提出意見，以及管理局全體員工竭力盡心地肩負使命。最重要的是，我要感謝曾經到西九或香港其他地方參與過西九活動的廣大市民，我會對你們說：「密切留意，驚喜陸續有來！」



**Mr Michael Lynch CBE AM**

Chief Executive Officer of West Kowloon Cultural District Authority

**連納智先生 CBE AM**

西九文化區管理局行政總裁

Hong Kong, 29 August 2014

2014年8月29日於香港



## REVIEW OF OPERATIONS

## 營運概覽



Digital rendering of the Xiqu Centre  
西九戲曲中心外觀（數碼繪製圖）

### INTRODUCTION

2013/14 saw WKCD starting to take shape. In the mind of the public, the District is no longer a plot of empty land awaiting development, but a future hub of arts and culture with the prospect of stunning facilities and an exciting programme of cultural activities of which Hong Kong can be truly proud.

During the year, we unveiled the plans for two inspirational buildings – the Xiqu Centre with its innovative, open design which will light up the eastern entrance of WKCD, and the M+ building that will stand out against its backdrop of skyscrapers as a new landmark on Hong Kong's waterfront. Both will be future iconic architectural gems to be enjoyed by the people of Hong Kong and attract visitors from across the globe.

As the "hardware" took shape, creating the "software" – our arts and culture events – gathered momentum. The *West Kowloon Bamboo Theatre* was held for the third year, and expanded to include leading artists from the mainland alongside a new initiative, the *Rising Stars in Cantonese Opera Showcase*. In its second year *Freespace Fest 2013* attracted over 30,000 people to the West Kowloon Waterfront Promenade to dance, jump, sing and create, despite the heavy downpour.

### 引言

2013/14 年度，西九的發展開始初見規模。在公眾的心目中，文化區不再是一塊等待發展的空地，而是一個能令香港自豪，設有煥然一新的設施，供舉辦各項精彩文化活動的文化藝術樞紐。

年內，我們公布了兩座建築的設計規劃——戲曲中心的設計創新開放，將成為西九東面入口的亮點；而聳立於維多利亞港兩旁摩天大樓間的M+大樓，將成為香港海濱的新地標。兩者落成後將成為劃時代的標誌性建築，供市民享用，並吸引海內外遊客。

隨着「硬件」逐漸成形，「軟件」的發展（即文化藝術活動）亦蓄勢待發。「西九大戲棚」已是第三年舉行，本屆更邀請內地戲曲名家助陣，並舉辦首屆「西九戲曲中心粵劇新星展演」。第二年舉行的「自由野2013」，即使受天雨影響仍吸引超過30,000人次到場參與，在西九海濱長廊跳舞、跳躍、唱歌和創作。



Rain-soaked fans were thrilled by Forget the G's performance at *Freespace Fest*  
樂迷的熱情沒因天雨冷卻，享受Forget the G在「自由野」中的演出



Digital rendering of the M+ building viewed from Victoria Harbour  
從維多利亞港望向M+大樓（數碼繪製圖）

Our M+ team was equally active in offering a diverse range of public programmes, including *Mobile M+: INFLATION!*, an exhibition of inflatable sculptures that drew a crowd of 150,000, and *Building M+: The Museum and Architecture Collection* which showcased the architecture of the M+ building alongside works from the M+ Collection. Internationally, M+ also collaborated with the Hong Kong Arts Development Council to co-present Lee Kit's acclaimed exhibition 'You (you)', Hong Kong's participation at the 55th Venice Biennale.

Meanwhile our team of architects, engineers and planners worked hard to manage the design and construction of the facilities in collaboration with our consultants. Apart from the Xiqu Centre and M+, significant progress was made in the design of the Park, Freespace, the Arts Pavilion and Lyric Theatre, creating the basis for a complete vision for the western end of the District.

All of these were achieved under intense public scrutiny and the media spotlight. We have listened carefully to the views of the Government, legislators and District Council members, the many stakeholders, and the public at large. We engaged and reached out to the community through a diverse range of artistic and cultural events. Importantly we also set in place a number of initiatives that will ensure that training and employment opportunities exist for the people of Hong Kong.



The public participating in Tomás Saraceno's time-based performance *Poetic Cosmos of the Breath at Mobile M+: Inflation!*  
公眾參與「M+進行：充氣！」中Tomás Saraceno的表演作品《一呼一吸一穹蒼》

M+團隊亦積極帶來一系列多元化的公眾活動，包括展出大型充氣雕塑、吸引達150,000人次參與的「M+進行：充氣！」，以及展出M+大樓設計及M+建築藏品的「構。建M+：博物館設計方案及建築藏品」。此外，M+亦與香港藝術發展局合作，於第55屆威尼斯雙年展香港館舉辦李傑個人展覽「你(你)」，備受國際讚譽。

與此同時，我們的建築、工程及規劃團隊與顧問緊密合作，努力不懈地設計和建設各項設施。除戲曲中心及M+外，西九公園、自由空間、小型藝術展館及演藝劇場的設計均取得重大進展，逐步實現文化區西端的整體發展藍圖。

如此種種均在公眾與傳媒的密切監察下進行。我們細心聽取來自政府、立法會與區議會議員、廣大持份者及社會大眾的意見；並積極為社區帶來豐富的文化藝術活動。重要的是，我們推出多項計劃，造就人才培訓及就業機會。

## PERFORMING ARTS 表演藝術

2013/14 marked a major step forward in the development of the Performing Arts strategy for WKCD. The Artistic Framework for all the performing arts facilities was confirmed. The construction of the Xiqu Centre commenced with a groundbreaking ceremony in September 2013, while the design of Freespace and some other performing arts venues has also begun. In parallel, to prepare for the commissioning of the venues, we organised a number of pre-opening programmes to build audiences, and more importantly, to build the internal resources and understanding needed to develop the artistic content for our future venues.

2013/14年度，西九的表演藝術策略發展向前邁進了重要一步。所有表演藝術設施的藝術架構均已確定。戲曲中心於2013年9月進行動土儀式，建築工程隨即展開，而自由空間及其他表演藝術場地的設計工作亦已開始。同時，為配合日後場地落成，我們籌辦多項節目和活動，以開拓觀眾群，而更重要的是建立日後場地藝術內容發展所需的內部資源和知識。



Cantonese opera virtuosos in *Execution of the Duke's Second Brother*  
粵劇名伶在《斬二王》中的精彩演出

### 戲曲中心

2013/14年期間，戲曲中心在設計方面取得重大進展。作為研究過程的一部分，我們進行了一次茶館劇場模擬體驗，藉以探討戲曲中心內茶館劇場的設計、藝術內容和運作模式。不少持份者及資深戲曲界人士獲邀參與這次特別的體驗活動，並分享他們的寶貴經驗及意念。隨着戲曲中心由設計進展至施工階段，我們將進行更多類似的活動，讓戲曲中心發展成為管理局與戲曲界共同合作的成果。

為配合建築工程，管理局成立了戲曲中心顧問小組，成員由代表戲曲界的專家和專業人士組成。他們就戲曲中心的藝術願景、管治模式、營運政策及策略的規劃和發展提供真知灼見及建議。我們因而定下場地管治及管理架構。

### XIQU CENTRE

Throughout 2013/14 we made great strides in the design of the Xiqu Centre. As part of the research process, we organised a Tea House Theatre mock-up session to explore the design, artistic content and mode of operation of the Tea House Theatre in the Xiqu Centre. Many stakeholders and xiqu veterans were invited to join in this special experiment and share their valuable experience and ideas. As the Xiqu Centre proceeds from design to construction, more exercises like this will be conducted to ensure the final Xiqu Centre is the result of collaborative co-creation between the Authority and the community.

To complement the construction process, the Authority also established the Xiqu Centre Advisory Group comprising representative xiqu experts and professionals. They provided insights and advice on the planning and development of the artistic vision, mode of governance, operational policies and strategies for the Xiqu Centre. As a result we have successfully confirmed the governance and management structure for the venue.



West Kowloon Bamboo Theatre brought art and festive joy during the Chinese New Year  
「西九大戲棚」為新春喜慶氣氛增添藝術氣息



Night view of the bamboo theatre  
戲棚夜景

Our annual flagship event, the *West Kowloon Bamboo Theatre*, returned in January 2014 for a third year at a new location – the West Kowloon Waterfront Promenade. More than 60 artists staged performances over three weeks in our specially designed bamboo theatre. While traditional Cantonese opera performances were still the major focus, the event this year was significantly enriched by inviting the renowned Plum Blossom Award Art Troupe of the Chinese Theatre Association to present excerpt performances of 10 different xiqu genres including Jingju, Kunju, Qinqiang, Yueju, Huangmei Xi, Chuanju, Huaju, Xiangju, Yangju and Xiju.

The event closed with the *Rising Stars in Cantonese Opera Showcase* which was created to encourage the professional development of emerging stars and to recognise their outstanding talent.

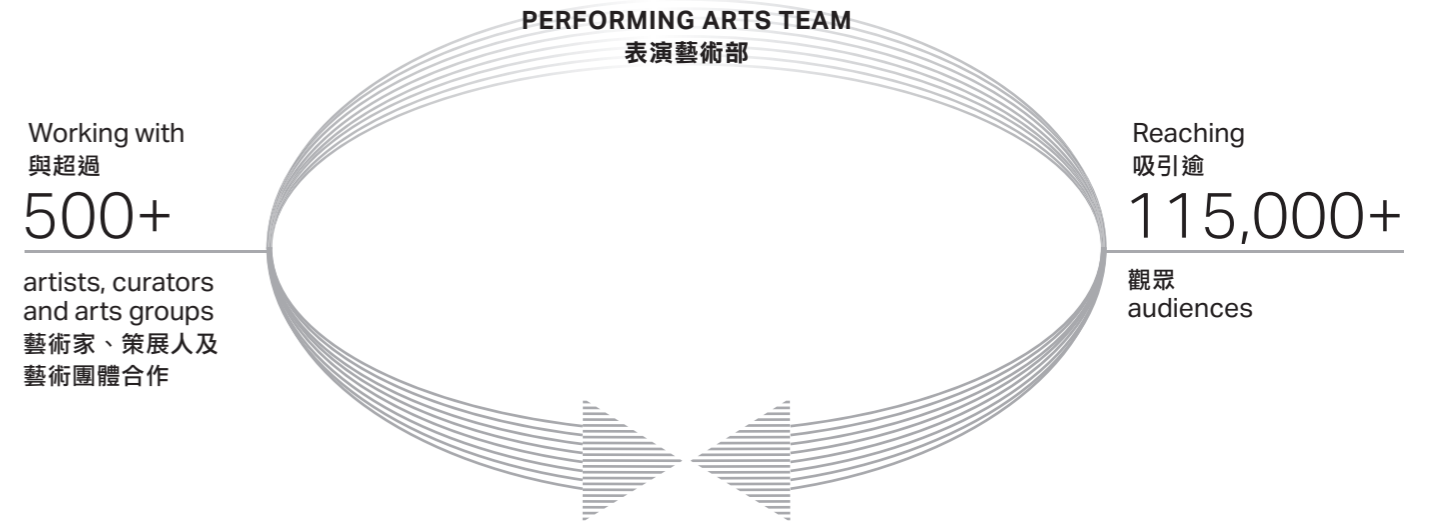
The *West Kowloon Bamboo Theatre* also featured a xiqu seminar, an exhibition displaying the interior design concepts of the future Xiqu Centre, eight free screenings of six xiqu movies, educational activities and more than 20 stalls showcasing everything from traditional handicrafts to festive snacks. The *2014 West Kowloon Bamboo Theatre* attracted more than 50,000 visitors to the West Kowloon Waterfront Promenade.

我們的年度旗艦節目「西九大戲棚」於2014年1月載譽歸來，而這個第三度舉辦的節目移師至新地點——西九海濱長廊舉行。節目為期三周，請來了超過60位藝術家在特別設計的大戲棚舞台上表演；本年活動規模進一步擴大，除了不可缺少的傳統粵劇表演外，還邀請了著名的中國戲劇家協會梅花獎藝術團呈獻京、崑、秦腔、越、黃梅、川、淮、湘、揚、錫等10個劇種的折子戲專場演出。

節目以「西九戲曲中心粵劇新星展演」作壓軸演出。展演旨在鼓勵新進粵劇演員的專業發展，給予他們一個展現藝術才華的平台。

此外，「西九大戲棚」還舉行了戲曲講座，並舉辦展覽，展出將來落成的戲曲中心的內部設計概念，免費放映八場共六齣戲曲電影，進行教育活動及設有超過20個傳統手工藝及節日小吃的攤位，吸引了超過50,000人次前往西九海濱長廊，參加「西九大戲棚」各樣節目。

**ENGAGEMENT WITH THE COMMUNITY**  
與社會大眾的聯繫



As well as our audience building activities, the Authority launched its first xiqu learning programme, the *Xiqu Centre Seminar Series*, in collaboration with the Chinese Artists Association of Hong Kong and the Hong Kong Academy for Performing Arts. Three sessions, with activities ranging from forums to demonstrations and master classes, were held in 2013 and met with an encouraging response. They provided a unique platform for pre-eminent artists and academia to engage in dialogues and share their practice and knowledge with the audience. Through this series, we hope to establish a thriving network between the Authority and the regional xiqu community for the artistic development of the future Xiqu Centre.

除了推出節目開拓觀眾群，管理局亦與香港八和會館及香港演藝學院合作，推出名為「戲曲中心講座系列」的首個戲曲學習計劃。「戲曲中心講座系列」於2013年共舉行了三場講座，活動涵蓋對談、表演示範及大師班。每一講均反應熱烈，令人鼓舞。講座系列為首屈一指的藝術家與學術界提供獨一無二的平台，讓他們與觀眾互動，並分享實踐經驗及知識。我們希望藉着這個講座系列，讓管理局與區內戲曲界緊密連繫，以推動日後戲曲中心的藝術發展。



At *Freespace Fest*, the audience created their own "Freespace" by picnicking, bike riding, dancing and playing games

觀眾在「自由野」隨意野餐、踏單車、跳舞和玩集體遊戲，創造屬於自己的「自由空間」



A paper dragon dance makes its way through the lawn at *Freespace Fest*, inviting the public to join in

表演者在「自由野」的草地上舞動紙龍，吸引公眾參與

## FREESPACE

In parallel with the development of the Xiqu Centre, we worked on the development of another important performance venue — Freespace and its associated outdoor performance space. Our vision of Freespace is to develop it as a place where communities can gather to freely explore, encounter and be inspired by new artistic experiences, through innovative programming and a keen focus on research and development. Central to this vision is the idea of cutting across artistic disciplines and challenging traditional views of form and content. We have been pushing forward with the development of the design brief, artistic vision, governance structure and partnership scheme for this ground-breaking new space since 2013.

## 自由空間

在發展戲曲中心的同時，我們亦致力發展另一個重要的表演場地——自由空間及相關的戶外表演空間。自由空間的願景是成為一個讓不同社群均可以聚集在一起，透過創新節目與研究發展，自由地探索和經歷新藝術體驗，從而得到啟發的地方。這個願景的核心概念是跨越不同藝術界別，挑戰傳統形式與內容。自2013年起，我們已為這個突破性的新空間展開設計、藝術願景、管治架構和合作夥伴計劃等方面的工作。



Thousands of fans enjoyed the line-up of country folk, pop-punk hits, modern electronic and heavy metal at *Freespace Fest* despite heavy rain

數以千計的樂迷冒雨參加「自由野」，享受民謠、流行龐克、現代電子和金屬搖滾的音樂表演

Alongside the *West Kowloon Bamboo Theatre*, the annual *Freespace Fest* is another hugely popular flagship event held on the site of the District. Celebrating the success of the first year, *Freespace Fest 2013* brought together a series of spectacular performances that explored the meaning of open space over the weekend of 14 and 15 December. This two-day festival provided a platform for artists to present outdoor works and also for audiences to bring in their own activities. Participants could freely experiment with the possibilities of public space and the concept of Freespace as a future venue located within the Park. For 2013, the event was expanded to an even larger scale with 10 co-curators offering 15 hours of performances and activities covering music, dance, literature, media arts, parkour, workshops, talks and open-call programmes by over 400 local and overseas artists.

除了「西九大戲棚」，一年一度在文化區舉辦的「自由野」是另一個深受歡迎的旗艦節目。繼首屆的成功，「自由野2013」再度帶來一系列精彩的表演，在12月14日及15日的周末探索開放空間的意義。這個為期兩天的節目不但為藝術界人士提供呈獻戶外作品的平台，同時給予觀眾進行各式活動的空間。參與者可自由探索公共空間的不同可能性，以及自由空間作為日後西九公園內場地的概念。在2013年，「自由野」的規模進一步擴大，由10位策展人共同策劃、超過400位本地及海外藝術工作者傾力演出，帶來長達15小時的表演及活動，涵蓋音樂、舞蹈、文學、媒體藝術、跑酷、工作坊、講座及公開招募的藝術項目。



*Take A Leap*, an outdoor event that blended high-powered street dance with parkour  
「自由躍」為一結合本地街舞和跑酷文化的戶外節目

**BUILDING CAPACITY**  
培育優秀人才

**961** participants in  
人參與  
7 seminars/ workshops/ forums  
個講座/工作坊/論壇

Showcase of  
**14** Cantonese opera rising stars  
名粵劇新星  
在舞台上展現才華

Supported 資助  
**5** arts administrators  
名藝術行政人員  
for overseas training and research  
到海外受訓及進行研究

To further our experiments in the area of cross-disciplinary performing arts projects, we presented the first in the *Freespace Series*, *Take A Leap*, in March 2014 at the West Kowloon Waterfront Promenade. *Take A Leap* was a high-powered street dance performance mixed with parkour, where performers showcased their free flowing self-expression and agility. Workshops were also organised to allow participants to explore the spirit behind these exciting new art forms.

In the digital arena, we organised *Decade*, a digital programme incorporating music and film that invites audiences to reinterpret Hong Kong culturally and historically. 10 musicians from varied musical backgrounds were invited to compose a piece set to archive film of Hong Kong from the past 10 decades. *Decade* was warmly received at its first public live performance at *Freespace Fest 2013*. The *Decade* website, launched in 2014, provides a platform for online performances and explores ideas of art-audience interaction by inviting the public to create their own *Decade*, expanding the project beyond the constraints of traditional live performance.

*Decade* took audiences on a cinematic and musical journey through 10 decades of Hong Kong through live performance and an online platform  
「拾·年」融合香港百年影像片段及音樂創作，為觀眾帶來現場表演及網上互動的影音體驗

為了進一步試驗跨界別表演藝術，我們於2014年3月在西九海濱長廊舉辦了「自由約」系列的首個節目「自由躍」。演出者將充滿活力的街舞與跑酷結合，在表演中展現個性舞藝和敏捷身手。此外，「自由躍」亦舉辦了工作坊，讓參與者了解這些饒富趣味的新藝術形式背後的精神。

在數碼領域方面，我們推出了「拾·年」——一個結合音樂與影像、讓觀眾重新詮釋香港歷史文化的數碼計劃，邀請了10位不同音樂背景的音樂家為香港過去百年的歷史影像創作配樂。「拾·年」在「自由野2013」上的首演大獲觀眾好評；而「拾·年」網站亦於2014年推出，為網上表演提供一個展示平台，並透過邀請公眾創作自己的「拾·年」，探索藝術與觀眾互動的意念，突破傳統現場表演的規限。



Excitingly, we extended the reach of Freespace abroad through a project called *Compartmentalized*. With the support of the City of Sydney and the Australia-China Council, *Compartmentalized* was performed in Sydney in January 2014. Presented by WKCDA in association with Stalker Theatre from Australia and Unlock Dancing Plaza from Hong Kong, performers joined together to blend contemporary choreography's fluid aesthetics with street dance's direct engagement with the cityscape.

In addition to *Decade* and *Compartmentalized*, a *New Works Forum* series was established to cultivate and nurture the professional development of local performing arts groups. The first forum was held in March 2014 which focused on new writing in theatre. In collaboration with the Hong Kong Repertory Theatre, we also presented a public forum at the *International Black Box Festival 2014*. Experts in theatre arts came together to discuss the development trends in new work across different regions and share their experiences in nurturing talent. In the future, we will continue to develop these initiatives, which offer a valuable sounding board for ideas for the ongoing artistic planning for Freespace.

另一方面，我們亦透過「格壁城市」將自由空間帶到海外。在悉尼市政府及澳中理事會的支持下，「格壁城市」於2014年1月在澳洲悉尼上演。我們與來自澳洲的Stalker Theatre與香港的不加鎖舞蹈館攜手創作，帶來融合現代舞美學與演繹城市景觀的街舞演出。

除了「拾·年」與「格壁城市」之外，管理局亦推出「新作論壇」系列，藉以發掘和培育本地藝術團體的專業發展。第一個工作坊於2014年3月舉行，主要探討劇場新文本的創作。此外，我們亦與香港話劇團合作，於「國際黑盒劇場節2014」舉辦一場公眾論壇，海外戲劇藝術專家雲集論壇，討論不同地區新劇目的發展趨勢，並分享他們培育人才的經驗。我們日後將繼續舉辦相關活動，為自由空間的藝術規劃收納寶貴的意見及回響。



Experts in theatre arts shared experiences of developing new works for theatre at a *New Works Forum* workshop  
劇場專家在「新作論壇」的工作坊分享經驗及探討新劇目的發展趨勢

## STRATEGIC PLANNING AND OTHER VENUES

Lyric Theatre, being the third performing arts venue to be opened within the District, is scheduled for completion by around 2020. This year, we have been busy confirming the artistic positioning for Lyric Theatre and the related strategies and policies. To gather views and expectations for future venues, the Performing Arts team regularly met with stakeholders from various art forms. A total of 17 engagement meetings with different arts and cultural groups in the drama, dance, music and xiqu disciplines were held in 2013/14 to collect their views. More than 80 discussions had been held with more than 80 arts and cultural groups and institutions since 2010.

Our work in this area and in the future artistic planning was greatly enhanced by the appointment of two Heads of Artistic Development, Anna CY Chan for dance and Low Kee Hong for theatre, as well as the Head of Technical Development, Paul Hennig. We will continue to assemble a strong team with recruitment of Heads of Artistic Development for other art forms and the Head of Operations Development in the coming year.

To nurture arts administrators to manage future facilities and produce quality programming, the Authority has supported a number of capacity building and learning programmes over the past few years. In May 2013, we collaborated with the Hong Kong Arts Administrators Association to organise the annual *Cultural Leadership Summit*. Under the theme 'Arts Entrepreneurship: What It Takes and How It Works', the summit brought together international and local cultural leaders to share insights on establishing and running successful arts enterprises, as well as examining sustainable development strategies for audience building, programming, operations, and resource expansion. We also organised the *Arts-ray Series* with the Hong Kong Arts Administrators Association where experts in specialised fields were invited to speak on a number of theatre-related and arts accessibility topics.

## 策略性規劃與其他場地

演藝劇場為文化區內第三個開放的表演藝術場地，計劃約於2020年落成開放予公眾使用。今年，我們一直理首為演藝劇場作藝術定位，以及制訂相關策略和政策。為了聆聽各界對日後場地的意見及期望，表演藝術團隊定期與來自不同藝術界別的持份者會面。於2013/14年度，我們與戲劇、舞蹈、音樂及戲曲界別的文化藝術團體進行了共17次會議，並收集他們的意見。自2010年以來，我們已與超過80個文化藝術團體及機構進行超過80場討論。

隨着藝術發展主管（舞蹈）陳頌瑛、藝術發展主管（劇場）劉祺豐及技術發展主管Paul Hennig相繼履新，我們在這一方面的的工作與未來的藝術規劃方面都取得了良好的進展。未來一年，我們將繼續招聘其他藝術範疇的藝術發展主管和營運發展主管，從而建立一支強大的團隊。

為培育藝術行政人員以管理日後落成的設施和製作高水準節目，管理局在過去數年支持了多項人才培訓及學習計劃。於2013年5月，我們與香港藝術行政人員協會合辦一年一度的「文化領袖論壇」，以「藝術與創業精神：成功條件及要訣」為主題，讓國際與本地文化界領袖聚首一堂，分享成立和營運藝術機構的成功之道，以及探討建立觀眾群、策劃節目、營運及增加資源的可持續發展策略。此外，我們亦與香港藝術行政人員協會合辦「藝術行政透視系列」，活動邀請了不同範疇的專家就多個戲劇相關及藝術通達的主題進行演講。

In 2013, for the third time, we supported the *Advanced Cultural Leadership Programme* organised by The University of Hong Kong in association with the UK's The Clore Leadership Programme. With the aim of facilitating the professional development of local arts groups through overseas placements, WKCDA has worked with the Hong Kong Arts Development Council to organise overseas training/research programmes for leaders from local arts groups. Five talented arts practitioners from the drama and dance disciplines, Sean Patrick Curran, Daniel Yeung, Marble Leung, Mo Lai and Even Lam, have started the attachment programmes in the US, Europe and Asia.

於2013年，我們第三度支持香港大學聯同英國Clore領袖培訓計劃合作的「文化領航學程」。課程的目標是促進本地藝術團體透過海外實習進行專業發展。此外，管理局亦與香港藝術發展局合辦「本地藝團領袖人才海外考察及培訓計劃」。紀文舜、楊春江、梁子麒、賴恩慈及林英傑五位來自戲劇及舞蹈界才華橫溢的藝術工作者已分別負笈美國、歐洲及亞洲參加交流計劃。



International and local cultural leaders gathered at the 2013 *Cultural Leadership Summit*  
國際及本地文化領袖聚首一堂，參與「2013文化領袖論壇」

## M+

In 2010, when the work on creating M+ began with the first team members coming on board, and the mission and vision for the project were formulated, it was pointed out that one should not confuse the museum with the building. In reality, a museum can primarily be described as a relationship between content and its audiences – the building should be seen as a tool – albeit a very important one.

When one looks at the development of M+ from this perspective, 2013/14 might perhaps best be described as the year when M+ became a museum. Not as big and ambitious as it is expected to be in four years' time, and without a building, but it is still in all other aspects doing exactly what a museum does. We will endeavour to move the M+ project forward, with nothing having been compromised along the way.

As is the case for all museums, M+ is recognised by its four core areas: the team that develops ideas and delivers on them; the collection, the backbone of the museum; the building; and last but not least, the various public programmes – exhibitions, educational activities, symposia and publications, all aimed primarily at building and engaging audiences.

2010年，M+的首批團隊成員到任，隨即展開博物館計劃的工作，制訂M+的使命與願景，訂下博物館與大樓的概念，並建立明確的定位和清晰的規劃方向。事實上，對博物館而言，大樓建築作為硬件工具固然重要，但更重要的是其內容與觀眾之間的關係。

由此看M+的發展，2013/14年度或許是標誌着M+蛻變成為一所博物館的一年。儘管M+目前的規模不能跟四年後相比，然而在博物館大樓還未落成的情況下，現在M+的工作已跟一所真正的博物館無異。我們將盡最大的努力，繼續推展M+博物館計劃，而過程中並無因任何壓力而妥協。

如同其他博物館，M+的四個核心範疇為：組織一支發展與落實構思的團隊；建立作為博物館軀幹的館藏；建設博物館大樓；以及舉辦各類型的公眾活動，包括展覽、教育活動、講座及出版物——一切旨於開拓觀眾群和鼓勵觀眾參與。

## THE TEAM

The M+ team continued to grow rapidly during the year, bringing the total staff number up to 27. The areas of growth largely reflect the development of the museum as a whole with an emphasis on curatorial staff and exhibition and collection services. On the curatorial side the museum announced the hiring of Doryun Chong as Chief Curator to lead the Collection, Exhibition, and Learning and Interpretation team. The addition of the Korean-born Mr Chong, who arrived from New York's Museum of Modern Art, was widely applauded as a confirmation of M+'s quest for a world-class team. Furthermore key roles such as Curator of Ink Art and Curator of Hong Kong Visual Culture were added to the team, while at the same time four Assistant Curators and Curatorial Assistants joined. The growth of the Exhibition and Collection Services team reflects the fast growing collection, the need for further strengthening the registrar side of the organisation and the need to start building a conservation team.

The M+ team is not limited to permanent staff. A large number of exhibition assistants, technical assistants and docents have been engaged for its many public activities, supporting the M+ mission while learning from working with the experienced M+ team. The successful docent volunteer programme continued, engaging around 50 docents. During 2013/14 two separate internship programmes were launched, giving 14 budding curators and three young technicians the experience of being embedded in the M+ organisation and working on projects in Hong Kong or in connection with Hong Kong's participation in the 2013 Venice Biennale. All these are a part of the extensive capacity building programme that M+ embarked on three years ago – designed with a focus on having a highly qualified team in place for the planned completion by the first half of 2018.

### SHAPING THE M+ TEAM 建構團隊



## 團隊

M+團隊的人數於年內持續增長，至今團隊已達27人。成員人數的增長反映了計劃整體發展的進度，尤其是對策展及藏品管理人才的需求。策展團隊方面，博物館宣布委任鄭道鍊為總策展人，帶領藏品、展覽，以及教學與詮釋組。生於韓國的鄭先生曾任職於紐約現代藝術博物館，他的上任廣受重視，再次肯定M+有志組織一支世界級的博物館團隊。此外，水墨藝術策展人及香港視覺文化策展人等主要職位人員亦相繼上任；另外，四名助理策展人及策展助理亦加入了M+團隊。展覽及藏品管理團隊人數增加，反映藏品數量急增，需要進一步加強藏品記錄方面的工作，以及建立藏品維護組。

M+團隊的成員並不只限於全職員工，不少展覽助理、技術助理及導賞員亦參與M+多項公眾活動的工作，為實現M+的使命提供支援，同時透過與經驗豐富的M+團隊共事而從中學習。導賞員義工計劃的工作繼續進行，共招募了約50位導賞員。在2013/14年度，我們分別推出了兩次實習計劃，讓14位有潛質的年輕策展人及三位技術員親身體驗M+的工作，參與本地的展覽項目和香港參與2013年威尼斯雙年展的相關工作。以上均是M+三年前展開的人才發展計劃的其中一部分，旨於為M+博物館大樓於2018年上半年落成前培育出一支優秀的團隊。



Tehching Hsieh, *One Year Performance 1980-1981. Time Clock*  
11 April 1980 – 11 April 1981  
謝德慶，《一年行為表演1980-1981年（打咭）》  
1980年4月11日—1981年4月11日

**THE COLLECTION**

With the development of the M+ Collection receiving a kick-start with the generous donation of 1,463 works of Chinese contemporary art from Dr Uli Sigg in the summer of 2012, the M+ Collection of visual culture has grown rapidly, thanks to the hard work of the growing curatorial team and Interim Acquisition Committee, chaired by WKCDA Board member and Museum Committee Chairman Mr Victor Lo. The art collection has grown in many areas, including not only Hong Kong art, but also art from other parts of Asia, as well as those by Chinese artists working abroad and artists relevant to the core of the M+ story from other parts of the world. Perhaps an even more significant development has taken place in the fields commonly defined as design and architecture, where the specialised curatorial team has successfully secured, not only many important objects, drawings and models but also a whole environment, to be rebuilt in the future M+ building in Hong Kong – the iconic *Kiyotomo Sushi Bar* in Shinbashi, Tokyo, designed by Shiro Kuramata in 1988. The architecture collection has benefited from a large number of very generous donations from architects especially in Hong Kong and mainland China, and the art collection has received some extraordinarily generous donations from both artists and collectors. Two notable ones are from the Hong Kong artist, designer and photographer, Stanley Wong (aka another mountain man), and Shanghai-based collector Guan Yi.

Tsuruko Yamazaki, *Tin Cans*  
山崎つる子，《Tin Cans》  
1955/1986



Purchased  
購入  
**301** items  
件藏品

**BUILDING  
THE M+ COLLECTION**  
建立藏品

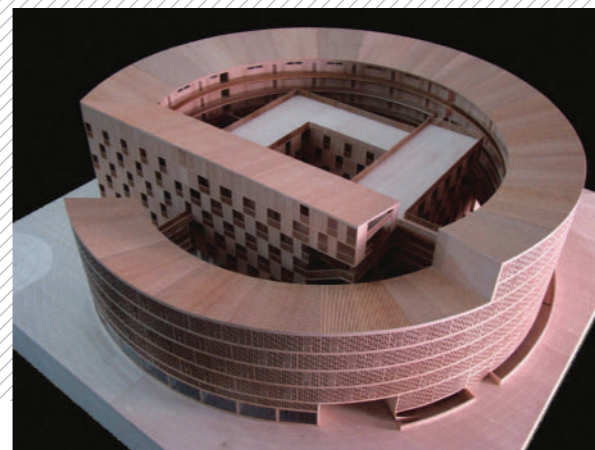
Received donation of  
獲得共  
**191** items in total  
件藏品捐贈

**藏品**

M+自獲得烏利·希克博士於2012年夏季捐贈的1,463件中國當代藝術品以來，視覺文化藏品的數量不斷增加，這有賴於M+策展團隊及由管理局董事局成員兼博物館委員會主席羅仲榮先生領導的臨時購藏委員會的努力。這些藏品涵蓋了不同的範疇和領域，除香港藝術作品外，還有來自亞洲其他地區、於海外創作的華人藝術家的作品，以及與M+核心範疇相關、來自世界各地的藝術家的作品。其中設計及建築的範疇更取得了重要的進展，專責的策展團隊不僅成功購藏大量重要物件、圖像及模型，還有清友壽司吧的整個環境——這間位於東京新橋的代表性壽司吧由倉俣史朗於1988年設計，日後將於M+大樓內重建。建築藏品方面，M+獲得建築師的大量捐贈，特別是來自中港兩地的建築師。而藝術藏品亦得到不少藝術家及收藏家的慷慨捐贈，其中兩項備受矚目的捐贈分別來自香港藝術家、設計師兼攝影師黃炳培（又一山人），及在上海的收藏家管藝。

Design and Architecture  
accounts for  
其中設計及建築藏品佔  
**21%**  
of the Collection

Lui Shou-kwan, *Zen Painting*  
呂壽琨，《禪畫》  
1971



Urbanus, *Model for Urban Tolu* (2005-2008), Guangzhou, China  
都市實踐，《土樓公舍模型（2005-2008）》，中國廣州》  
2007

Donated by Mr Guan Yi  
獲收藏家管藝捐贈  
**37** works  
件藝術品

During 2013/14 the Interim Acquisition Committee approved the acquisition of 492 items, of which 301 were purchased and 191 were donations. One significant point about these purchases is that more than 50% of them came from beyond Hong Kong and China – wider East Asia as well as Southeast Asia – and even outside Asia. In that way, this year's collection-building ramped up M+'s effort to make the collection as global as it is locally-rooted and committed. The carefully considered and practised balancing act between local and global will continue in the coming years. A year ago the collection was made available on the WKCD website and during 2013/14 important steps were taken towards a richer and more educational digital representation of the collection in the future. The key to this – as well as to achieving proper in-house collection management – was the procurement of the world leading collection management system, TMS. We are working hard and fast to make this system the digital heart of the museum.

2013/14年度，臨時購藏委員會審批通過購藏492件作品，當中301件屬購買作品，191件屬捐贈作品。值得注意的是，這批購藏中有超過50%來自香港及中國以外地區，包括東亞及東南亞地區，甚至是亞洲以外地區。由此可見，本年建立的館藏反映了M+的藏品既能放眼世界，亦能與香港聯繫。未來數年，M+將繼續審慎考慮和實踐本地與海外藏品間的平衡。藏品的資料已於去年上載至西九網站，在2013/14年度，我們積極發展數碼平台，務求日後能以更豐富、更富教育意義的形式展示藏品。能成功達到這目標並妥善管理館藏，關鍵在於採用全球頂尖的藏品管理系統TMS。我們正努力讓這系統成為博物館的數碼核心。



## THE M+ BUILDING

On 28 June 2013 we announced that, after an extensive open competition, the Swiss architectural firm Herzog & de Meuron together with TFP Farrells and Ove Arup & Partners HK had won the competition to design the 60,000 square metre M+ building. The winning design met all key criteria set up in the brief, giving the Victoria Harbour waterfront a building that confidently stands out against the massive backdrop of skyscrapers while offering spaces that are both friendly to the arts and the public, being open, generous and fundamentally democratic in its character. Since then nine workshops have been held, some in Hong Kong, some in the Herzog & de Meuron headquarters in Basel, Switzerland, taking the design past the schematic design stage and into the detailed design phase. The design process as at the end of March 2014 was on schedule.

## M+大樓

經過全球性比賽，我們於2013年6月28日宣布，佔地60,000平方米的M+大樓將由瑞士建築師事務所Herzog & de Meuron，聯同TFP Farrells和香港奧雅納工程顧問公司合作設計。獲選設計符合大綱所訂的全部主要準則，在維多利亞港海旁興建一座與眾不同的博物館大樓，傲立於摩天建築群前，提供開放、寬敞及以人為本的空間，作為適合舉行藝術活動和公眾使用的場地。團隊先後舉行了九次大樓設計工作坊，部分在香港舉行，部分則在Herzog & de Meuron位於瑞士巴塞爾的總部進行，大樓設計亦由方案大綱設計進入了詳細設計階段。直至2014年3月底，設計工作正按預定進度進行。



Digital rendering of the interior of the M+ building, showing the lobby and the 'Found Space'  
M+大樓內部設計，圖為博物館大堂和「Found Space」（數碼繪製圖）



Digital rendering of the M+ building from the Park  
從西九公園望向M+大樓（數碼繪製圖）

The role of the end user in a museum project is extraordinarily important, since the building is a tool for the museum's activities and has to be fit for purpose. But while the M+ team was busy with this important task, they were also active with another architectural design competition – the Arts Pavilion, which will be located in the Park in WKCD, and intended to be used as an exhibition space by M+ before the opening of the main museum building. After that it will become an asset for Hong Kong's visual culture community – artist groups, designers, architects, and more. This open competition, attracting as many as 100 entries, was won by the young Hong Kong team VPANG architects ltd + JET Architecture Inc + Lisa Cheung, with a pavilion that blurs the relationship between inside and outside, and is both closed and open to the amazing vistas of the Park and Victoria Harbour.

對博物館而言，使用者的角色尤其重要。博物館大樓是博物館舉辦活動的地方，作為硬件工具必須配合其用途。M+團隊在忙於實現這個重任的同時，亦舉辦了小型藝術展館設計比賽。小型藝術展館位於西九公園內，將是M+大樓啟用前用作舉辦展覽的主要場地。日後，小型藝術展館將給予香港視覺文化界使用，包括藝術家團體、設計師和建築師等。公開比賽收到近100份作品，最後由彭耀輝建築師事務所有限公司+JET建築事務所+張勵繡組成的年輕香港團隊勝出。展館設計巧妙地融合室內外的環境，把開揚的西九公園及維港美景盡收其中。

## ENGAGING THE M+ AUDIENCE 建立觀眾群

4 171 233,770

Exhibitions  
展覽

Free programmes  
免費節目

Visitors  
參觀人次

## PUBLIC PROGRAMMES

At the heart of the M+ vision sits the conviction that museums are places for learning. Our audiences are already learning about artists, designers and other creators, about ideas and histories, about different ways of making exhibitions as well as about M+ itself. The activities through which this happens are many and diverse. They can be talks and symposia, like the four held about different aspects of the Venice Biennale, or the combined think tank and public lectures organised under the heading of *M+ Matters*, an event entitled *ARTWORK DOCUMENTATION* held in November 2013 that engaged 13 overseas and Hong Kong based curators, artists and theoreticians. But they can also be more straightforward stakeholder engagements like the recurring *Public Forums*, where the latest developments of M+ are presented and openly discussed.

The largest contribution to an understanding of what M+ is about and might become is probably the various Mobile M+ exhibitions with their extensive learning programmes – partly because they reach larger audiences (in total hundreds of thousands), but also because they demonstrate in a very material way what no words can explain. The effectiveness of the exhibition in giving a real understanding of where the project is heading was perhaps best demonstrated by the recent Mobile M+ exhibition – *Building M+: The Museum and Architecture Collection*. This exhibition comprised three sections: one presenting the shortlisted designs of the architectural competition for the M+ building; one giving a snapshot of where we were at that moment in the design process, and the last and perhaps most important one showing where we were at the beginning of 2014, with the creation of

## 公眾節目

M+深信博物館是學習的地方，教學亦是M+願景中的核心部分。觀眾透過M+認識藝術家、設計師及其他創作人，認識意念和歷史，認識製作展覽的不同方式，以及了解M+本身。我們舉辦了不同的活動，講座和研討會是其中一種方式接觸觀眾。過去我們為探討威尼斯雙年展的不同範疇，舉辦了四場講座；「M+思考」系列則結合小組工作坊和講座，於2013年11月舉行的「M+思考：藝術作品文獻」邀請了13位海外與本港策展人、藝術家和理論家參與。此外，M+亦舉辦讓持份者直接參與的活動，如定期舉行的「M+公眾論壇」，向公眾講解M+最新的發展，並就相關議題作公開討論。

「M+進行」一系列的展覽及教學活動是幫助公眾認識M+和它未來發展的最佳途徑。此一類型的展覽及活動吸引了數以萬計的觀眾參與，而且實體地表達出言語無法傳遞的訊息。而最能展示M+的發展方向和M+大樓進展的展覽，可說是近期的「M+進行」展覽——「構。建M+：博物館設計方案及建築藏品」。這個展覽由三個分組成：一部分是展示M+大樓建築設計比賽的入圍作品，另一部分則展示獲選建築師的設計過程及當時項目的進度，而最後亦是最重要的一部分，是反映2014年年初M+開始建立的建築藏品的現況，該部分更展示了M+的一個主要範疇，如何在視覺文化博物館的語境中，讓建築或設計的物件與藝術作品對話和交流。在短短不足一個月，「構。建M+」已吸引接近22,000人次參觀，反應熱烈。



Jeremy Deller's *Sacrilège* at Mobile M+: INFLATION!  
「M+進行：充氣！」中展出Jeremy Deller創作的《佔據聖地》

an architecture collection – while also showing how a central aspect of M+ (a museum for visual culture where objects called architecture or design are in dialogue with art objects) actually can work. *Building M+* attracted almost 22,000 very engaged and active visitors in just under one month.

Another important exhibition was *Mobile M+: INFLATION!* where seven artists presented giant inflatable sculptures on the future site of the M+ building. Despite the rainy and sometimes even stormy weather during the period, the exhibition was a great success. It attracted 150,000 visitors and more importantly, triggered wide-ranging discussions in the press and social media as to what art is and can be. Can art be fun? – like British artist Jeremy Deller's *Sacrilège*, a full scale replica of Stonehenge, that functioned as a "bouncy castle". Can art depict just about anything? – like American artist Paul McCarthy's huge suggestive brown lump called *Complex Pile*. Or does art have to be beautiful? And if so, what is beautiful?

Other exhibitions added other perspectives on what visual culture is and how M+ may develop. Hong Kong artist Lee Kit presented an exhibition titled 'You.' in the Cattle Depot Artist Village where he further developed his deeply personal language. This Mobile M+ exhibition, which was the first Hong Kong exhibition for several years by arguably one of the city's most internationally celebrated artists, was a continuation and expansion of his critically acclaimed exhibition in the 2013 Venice Biennale, *You (you)*, which was co-presented by M+ and the Hong Kong Arts Development Council.

另一個矚目的展覽是「M+進行：充氣！」。展覽邀請了七位藝術家在M+大樓日後所在位置展出大型充氣雕塑。儘管展覽期間天氣不穩定，下雨甚至偶爾出現雷暴，但仍然成功吸引150,000人次到場。更重要的是，展覽引起了傳媒和社交媒體對「什麼是藝術」和「藝術可以是什麼」的討論：藝術是有趣的嗎？如英國藝術家Jeremy Deller的《佔據聖地》，作品複製英國知名的歷史古蹟巨石陣，化身成與實物同大的「充氣城堡」；藝術描繪任何東西也可以嗎？像美國藝術家Paul McCarthy那令人引發無限聯想的《複雜物堆》；或藝術必須是美麗的嗎？如果是，那麼何謂美麗？

其他展覽亦予人全新的角度審視視覺藝術，並思考M+可怎樣發展。香港藝術家李傑在牛棚藝術村的展覽「你。」中進一步發展其獨特的藝術語言。而這次「M+進行」展覽稱得上是近年本地其中一位國際知名的香港藝術家的展覽，亦是2013年由M+與香港藝術發展局合辦，深獲好評的威尼斯雙年展「你（你）。」的延續。

Photos submitted by the public collectively created a unique neon map of Hong Kong  
公眾提交的霓虹招牌照片，共同勾劃出一幅獨特的香港霓虹地圖



Just as the museum building is an important future tool for M+, its digital platform is equally important. With the ambition to take this part of the museum project forward, in March 2014 we launched *Mobile M+ : NEONSIGNS.HK*, an interactive online exhibition celebrating Hong Kong's neon signs as a key feature of the city's streetscapes by exploring, mapping and documenting its neon signs – while inviting the public to upload images of their favourite examples from across Hong Kong. The digital platform's content, ranging from essays and slideshows to videos, specially-commissioned projects and news about offline tours, talks and workshops, is updated until the end of June 2014 but will remain available as a resource afterwards. M+ has also begun acquiring, for its permanent collection, notable Hong Kong neon signs that would otherwise be at risk of being lost forever. As such, the aim of *NEONSIGNS.HK* is to enhance the understanding of these fast-disappearing and under-researched fixtures of the city's urban landscape, while eliciting the public's help in identifying and contributing knowledge about the neon signs that remain.

It can therefore be seen that M+ is rapidly developing into a full museum – and that the world is eager to learn more!

若說博物館大樓是M+未來的重要工具，那麼數碼平台亦同樣重要。為積極推動這方面的發展，M+於2014年3月舉辦了一個關於香港霓虹招牌，名為「M+進行：NEONSIGNS.HK探索霓虹」的互動網上展覽，藉此探索、連繫及記錄霓虹招牌這個獨有的城市景觀，同時邀請公眾人士上載其喜愛的香港霓虹招牌照片至網上平台。展覽內容包括論文、相片集、錄像、特別委約項目，以及導賞、講座及工作坊等公眾活動資訊，網上資料在展覽期間不斷更新。展覽期至2014年6月底，網站日後將保留作為資料庫。此外，M+亦開始將重要而面臨拆卸的香港霓虹招牌納入永久館藏。因此，「M+進行：NEONSIGNS.HK探索霓虹」的目的是加深公眾了解這個快將消失、鮮被研究的都市景觀，同時邀請公眾參與，共同為現存的霓虹招牌留下重要的紀錄和記憶。

由此可見，M+正迅速發展成為一所全面的博物館——而所有人正渴望了解更多！



'You (you)!' – Lee Kit, Hong Kong's participation at the 55th Venice Biennale (2013)  
李傑於第55屆威尼斯雙年展香港館展出的個展「你(你)。」(2013)

## PROJECT DELIVERY

Riding on the momentum of 2012, the Project Delivery team continued to play a vital role in refining and implementing the Development Plan of WKCD. To optimise the development potential of the WKCD site, the Authority submitted a planning application to the Town Planning Board (TPB) to apply for minor relaxation of maximum gross floor area (GFA) and building height restrictions under Section 16 of the Town Planning Ordinance. The planning application remained faithful to the original urban design concept set out in the Approved Development Plan, and was supported by a full range of technical assessments including traffic, environmental, air ventilation, and visual impacts. The planning application is anticipated to be considered by TPB in the third/fourth quarter of 2014.

In light of the very significant construction cost escalation in recent years, the Project Delivery team adopted a pragmatic approach in taking forward each project. Budget caps were imposed and every effort was made to ensure the necessary budget control.

Good progress was made for the construction of the Xiqu Centre, with the foundation work generally on track following the groundbreaking ceremony in September 2013. In parallel with the works, a rigorous value engineering exercise for the Xiqu Centre was carried out to lower the construction cost as far as practicable, without compromising the overall function and quality of the facilities. The various value engineering strategies included adopting cost effective finishes and materials; optimising vertical transportation provision; and engaging the works contractors for better design and construction methodology. The Project Delivery team will continue to work with the consultant architect and quantity surveyor to explore and implement other possible cost-saving measures for the project, scheduled for completion in mid 2017.

## 項目推展

承接著2012年的進展，項目推展團隊在深化和落實西九發展規劃圖則方面，繼續扮演重要的角色。為充分發揮整幅西九用地的發展潛力，管理局向城市規劃委員會（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。規劃申請仍然沿用核准發展圖則所載的原有城市設計概念，並通過包括交通、環境、空氣流通及視覺影響的全面技術評估，預期城規會將於2014年第三/四季審理有關規劃申請。

有鑑於近年建築成本飆升，項目推展團隊正採取務實的態度推展每一項目，並設定預算上限，盡一切努力確保嚴格控制預算。

戲曲中心建築工程進展良好，地基工程自2013年9月進行動土儀式以來，大致按預定進度進行。在工程進行的同時，管理局在不影響戲曲中心整體功能和設施質素的前提下，實行嚴格的價值工程措施，從而在實際及可行的情況下降低建築成本。這些價值工程措施包括採用具成本效益的飾面及材料；優化縱向輸送系統；及邀請工程承建商提供更佳的設計和建築方法。項目推展團隊將繼續與顧問建築師及工料測量師緊密合作，為項目探討和落實其他可行的節約成本措施。項目預計於2017年年中竣工。



Digital rendering of the main entrance of the M+ building  
M+大樓主要入口（數碼繪製圖）



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

The design competition for M+ was also completed. The winning design/design team being Herzog & de Meuron, TFP Farrells and Ove Arup & Partners HK, a joint venture of three of the world's leading architectural and engineering practices. Facilities will include display spaces, a learning centre, a moving image centre, a research centre, museum shops and cafes, creators' studios and outdoor green spaces. Conservation and storage facilities will be accommodated in an ancillary building adjacent to M+. Scheduled for completion in the first half of 2018, good progress was made over the past year with the M+ project generally in line with the project programme.

The year also saw the completion of the design competition for the Arts Pavilion, aimed to provide an exhibition and event space for artists, designers, organisations and other parties planning to stage independent small-scale exhibitions and events in the District. Located in the Park, in the run-up to the completion of M+, the Arts Pavilion will serve as the museum's primary site for exhibitions, further extending the museum's mission into the Park and public sphere. Scheduled for completion in early 2016, the winning design by VPANG architects ltd + JET Architecture Inc + Lisa Cheung offers a respite from hectic city life, and impressed the judges with a smart simplistic approach, allowing the pavilion to blend into its surroundings. Mirrored external walls camouflage the architecture, reflecting the surrounding expanses of greenery and immersing the building within its park setting. To further this experience, the main exhibition space is elevated, allowing it to float above the foliage, creating the opportunity for artwork to be appreciated against a backdrop of the Hong Kong Island skyline with spectacular views out over Victoria Harbour.

M+設計比賽經已完成。獲選設計/設計團隊由Herzog & de Meuron、TFP Farrells Ltd與香港奧雅納工程顧問公司等三所世界知名的建築及工程公司組成。設施將包括展示空間、學習中心、流動影像中心、研究中心、博物館商店和咖啡室、創作者工作室及戶外綠化空間。博物館大樓的附屬建築物將設有保存和貯藏藏品的設施。建築工程預計於2018年上半年完成，過去一年M+項目工程進度良好，大致與工作計劃相符。

小型藝術展館的設計比賽亦於年內完成。小型藝術展館旨在為藝術家、設計師、其他組織及單位於文化區內舉辦小型獨立展覽及活動提供場地。小型藝術展館位於西九公園內，在M+博物館大樓落成之前將是M+舉辦展覽的主要場地，進一步將博物館的使命伸延至公園及公共空間。展館預計於2016年初落成，彭耀輝建築師事務所有限公司+JET建築事務所+張勳繡的獲選設計平衡城市的繁囂，評審特別欣賞其巧妙及簡約的創意，使展館與周邊環境融和。設計運用鏡面外牆，反映周邊園林，把建築主體融入自然環境中。設計同時把主要展覽空間升高，令建築空間懸浮在樹葉叢中，並讓訪客可在香港維多利亞港的景色前欣賞藝術品。

In February 2014, the Authority also announced the appointment of a design team led by Dennis Lau & Ng Chun Man Architects & Engineers (Hong Kong) Ltd, supported by landscape architects, West 8 (Netherlands) and ACLA (Hong Kong) to design and manage the development of the Park. In addition to the Arts Pavilion, the Park will also house a series of arts and cultural venues, including Freespace, an intimate Black Box for standing and seated events such as gigs, plays and dance performances, and an Outdoor Stage that can accommodate over 10,000 standing visitors for large-scale performances and festivals. The Park and its related venues will act as a test-bed for creative programming across all genres, including live music, experimental theatre and dance, new media and cross-disciplinary performances, designed to build audiences in advance of the opening of the major performing arts venues.

Efforts to develop WKCD as a destination are ongoing. The existing waterfront promenade attracts many people each day for jogging and picnicking. Major events at WKCD organised by the Authority and other external organisers include the *Lion Rock Music Festival 2013*, *Clockenflap 2013*, *BLOHK PARTY*, *Freespace Fest* and *West Kowloon Bamboo Theatre*. The launch of Hong Kong's first automated bicycle rental system, the SmartBike took place with a 15-day trial of the scheme in February 2014, during which approximately 1,600 people joined the programme and a large amount of positive feedback was received. The full SmartBike service officially rolled out in April 2014.

於2014年2月，管理局亦宣布委任由劉榮廣伍振民建築師事務所（香港）有限公司帶領、園景師West 8（荷蘭）及傲林國際（ACLA）（香港）支援的設計團隊，負責設計和管理西九公園的發展。除了小型藝術展館外，西九公園亦將設有一系列文化藝術場地，當中包括自由空間，可靈活設置座位或站位以供舉辦音樂、戲劇及舞蹈表演等節目的小型黑盒劇場，以及可舉辦供多達10,000人站立觀賞大型表演的戶外舞台。西九公園及其相關場地將用作不同類型創意節目的試點，包括現場音樂、實驗劇場及舞蹈、新媒體及跨界別演出，在主要表演藝術場地落成前拓展觀眾群。

管理局繼續致力把西九發展成為一個熱門的休閒好去處。現時海濱長廊每日吸引不少人前來緩步跑和野餐。管理局及其他機構亦於西九舉辦大型活動，其中包括「Lion Rock音樂節2013」、「Clockenflap 2013」、「BLOHK PARTY」、「自由野」及「西九大戲棚」。香港首個自助單車租賃系統「悠遊西九」單車服務於2014年2月展開為期15日的試驗計劃，期間約有1,600人參與，深受好評。整個「悠遊西九」單車服務於2014年4月正式推出。

SmartBike  
「悠遊西九」單車服務



## COMMUNICATIONS AND MARKETING

The Communications and Marketing Department plays multiple roles – to attract audiences to the Authority's events, to provide planning and resource development for the marketing of the future facilities, to increase transparency and promote the image of WKCD, and to be a communication bridge between the Authority and its various stakeholders, including the local and international media, legislators, District Council members, as well as the art and cultural sector.

In 2013/14 the department took on a significant workload promoting a busy schedule of events, including *Mobile M+: INFLATION!*, *Building M+: The Museum and Architecture Collection*, *Mobile M+: NEON SIGNS.HK*, *Freespace Fest* and an ever increasing number of talks, workshops and seminars. This reflected the Authority's intention to develop its artistic programming alongside the construction of the District's facilities and reflected one of the key roles of the department in the future.

The diverse event programme provided an opportunity, not just to build audiences but also to test out marketing strategies and develop the processes that will be needed once the first venue opens. Events like *Mobile M+: INFLATION!* and *Freespace Fest* attracted large audiences and there was an increasing emphasis on the use of digital marketing and online video as the most cost efficient way to reach the public.

One of the most significant events of 2013 was the launch of the new WKCD website ([www.westkowloon.hk](http://www.westkowloon.hk)). This new site provides a platform for the future promotion of the District, offering a responsive, accessible international standard website supported by a versatile

## 傳訊及推廣

傳訊及推廣部擔當多重角色：向觀眾推廣管理局舉辦的活動，吸引其參與；為日後落成的設施作推廣及資源發展規劃；增加管理局的透明度和推廣管理局的形象；以及作為管理局與不同持份者，包括本地與海外媒體、立法會與區議會議員，及文化藝術界之間的溝通橋樑。

在2013/14年度，傳訊及推廣部負責一連串節目和活動的宣傳及推廣工作，其中包括「M+進行：充氣！」、「構。建M+：博物館設計方案及建築藏品」、「M+進行：NEON SIGNS.HK 探索霓虹」、「自由野」及與日俱增的講座、工作坊和研討會。這些都是傳訊及推廣部未來工作重點之一，亦體現了管理局在文化區內兼並發展藝術節目與設施工程的方向。

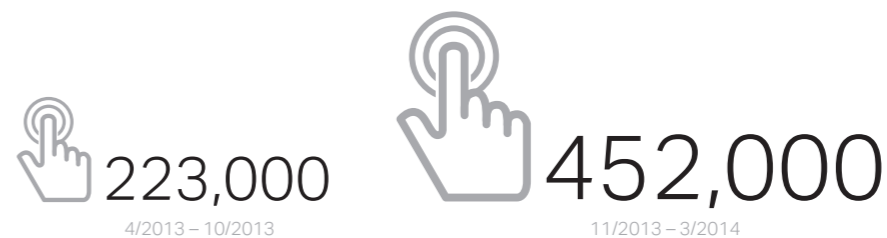
透過推出多元化的節目，我們擁有更多開拓觀眾群的機會，同時可藉此試驗不同的推廣策略，以及擬定程序，配合日後場地開放後的需要。「M+進行：充氣！」及「自由野」等活動吸引了大量觀眾參與；可見數碼推廣及網上影片不但具成本效益，而且滲透力廣，將漸成為重要的活動推廣渠道。

我們2013年的工作重點之一，便是推出全新的西九網站 ([www.westkowloon.hk](http://www.westkowloon.hk))。新網站日後將成為文化區的推廣平台，在全面的網站內容管理系統的支援下，是個適合不同界面操作、符合國際無障礙標準的網站。透過網站，管理局可以重點介紹M+及表演藝術部的發展，兩者都各有概覽頁面；為「自由野」等活動建立專題網站；發布即將舉行的節目和活動消息；以及建築工程的最新進展。此外，網站亦展出M+館藏中的作品，這些資料日後亦將連接至M+藏品管理系統

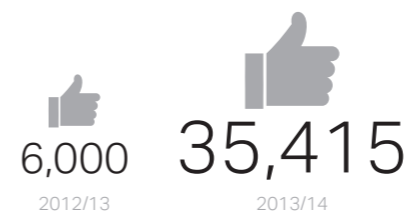


The new WKCD website is a responsive design and supported by a sophisticated content management system  
西九全新官方網站由全面的網站內容管理系統支援，能靈活迅速地支援不同平台及尺寸的裝置

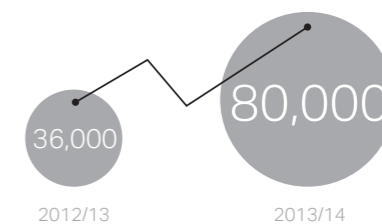
### WEBSITE VISITS BEFORE AND AFTER REVAMP 新網站啟用前後的瀏覽人次



### FACEBOOK LIKES FACEBOOK 讚好人數



### E-NEWSLETTER SUBSCRIBERS 電子通訊訂閱人數



content management system. By creating overview pages the Authority can highlight developments from M+ and the Performing Arts Department giving them their own presence, create mini-sites for projects like the *Freespace Fest*, list upcoming events and provide updates on the construction. The site also hosts works from the M+ Collection and will in the future be linked to the M+ collection management system and district digital asset management system. Within weeks of the launch traffic had dramatically increased with over 452,000 visitors to the site between November 2013 and end March 2014 as opposed to the 223,000 who visited the site in the previous seven months.

Alongside the website rebuild we also re-vamped the e-marketing, building the e-newsletter subscriber list to over 80,000 from 36,000 in the year. The new delivery system allows us greater ability to monitor open rates and click-throughs and is a first step in providing an end-to-end digital solution that tracks customers from email, through the website to ticket purchase.

There was also a steady expansion in the social media presence of WKCD with numbers for the District Facebook page growing to over 36,000 likes, and the creation of a dedicated page for M+ that has quickly grown to over 10,000 likes.

For *Mobile M+: NEON SIGNS.HK* we used social media to create a buzz around the project, creating a Facebook page that quickly reached 10,000 likes and running online photo competitions to encourage image crowd-sourcing and sharing. The project attracted over 4,000 images from the public and one of the videos produced, namely 'The Making of Neon Signs', attracted over 130,000 views during the exhibition period.

及文化區的數碼資產管理系統。自推出新網站以來，2013年11月至2014年3月底期間之瀏覽人次已升逾452,000次，此七個月的瀏覽人次僅為223,000次。

在重建網站的同時，我們亦更新了電子通訊系統，年內訂閱電子通訊的人數由36,000人增至超過80,000人。新的傳送系統讓我們能監察開啟率及點擊率，提供了點對點數碼解決方案，並讓客戶透過電郵連結到網站購買門票。

西九文化區在社交媒體的曝光率亦穩步上升，Facebook專頁有超過36,000個讚好，而M+ Facebook專頁的讚好亦迅速增加至超過10,000個。

「M+進行：NEON SIGNS.HK 探索霓虹」網上展覽在社交媒體的帶動下引起了廣泛關注，其專屬的Facebook專頁很快便獲10,000個讚好，展覽亦舉辦了網上攝影比賽，鼓勵公眾分享自己拍攝的照片。網站最後徵集了超過4,000張霓虹招牌照片，其中一段影片「霓虹的製作」更於網上展覽期間吸引超過130,000人次點擊觀看。



Freespace Fest  
自由野  
Official mobile app  
應用程式

↓ 21,000  
Downloads 下載



#2 Rank Top 2  
排行第二

Entertainment  
娛樂類別

★ Best New App  
最佳新應用程式

*Freespace Fest* offered a unique chance to test out innovative marketing strategies, focusing on online as the primary communications channel. Over 120,000 people registered interest and despite the very wet weather over 30,000 attended the event. Of the people who registered 80% were new attenders to the District and the majority used their smartphones to register. One of the key elements in the campaign was the development of an App which acted as an event information guide, visit planner, news source and digital ticket wallet that held their QR code ticket. The Freespace Fest App was downloaded 21,000 times and 68% of those who downloaded it actively used it. On the Apple App Store it was also named Best New App and appeared in the list of top 20 Free Apps.

The development of the Freespace Fest App acted as an important opportunity to test out future ideas around digital engagement for the District. The development of an App that can provide visitors with up to date event, dining and travel information will be invaluable in promoting the District's rich offering to the widest audience.

On a lighter note an online Freespace Fest game was developed to encourage word of mouth promotion before the event. Players could run down to the West Kowloon Waterfront Promenade avoiding obstacles on the way and over 8,000 people competed to win the prize. A booth set up at *Freespace Fest* allowing people to play against each other was one of the big hits of the festival.

Significant work was also undertaken on strategic planning for the future district in the areas of ticketing, digital asset management, digital marketing, digital signage and wayfinding, and district wide branding. Our aim is to use technology where possible to increase public engagement, increase operational efficiency and improve customer experience.

「自由野」以互聯網作為主要傳訊渠道，本身亦是實驗創新推廣策略的好機會。活動共有逾120,000人登記參加，儘管活動當天雨，仍有超過30,000人參與。其中80%的登記者更是首次到文化區參與活動，當中大部分人都以智能手機登記。「自由野」推廣活動中一個重要元素，便是自由野應用程式——一個集活動節目資訊、行程計劃、最新消息及QR碼門票於一身的數碼活動指南。自由野應用程式下載達21,000次，其中更獲68%下載者經常使用。這個應用程式獲Apple App Store選為最佳新應用程式，並位列排行榜前20位最佳免費應用程式之一。

自由野應用程式的推出對日後文化區進行數碼推廣的意義重大。發展應用程式，為訪客提供最新活動、餐飲及旅遊資訊，對文化區日後向廣大觀眾推廣節目極為重要。

另一方面，我們製作了「進擊自由野！」網上遊戲，為活動作推廣，贏取口碑。在遊戲中，參加者可以跑到西九海濱長廊，閃避沿途障礙物。網上遊戲吸引了超過8,000人參與競逐獎品。此外，「自由野」期間亦設有「進擊自由野！」遊戲攤位，讓參加者互相對戰，是熱門活動之一。

此外，在門票、數碼資產管理、數碼推廣、數碼信息廣播顯示及導向系統，以及文化區的品牌推廣等方面，我們都為文化區做了重要的策略規劃，目標是藉着科技提升公眾參與度、提高營運效率和客戶體驗。

On the communication side, we continued to maintain effective bilateral communications with the media and the public, with a view to increasing transparency and disseminating timely updates on our latest development.

During the year, we issued over 50 bilingual press releases, and organised numerous media events, including press conferences, briefings, and media tours. These covered a great diversity of topics, keeping the media informed, generating extensive coverage and achieving positive publicity.

It is universally accepted that the news media can play an important role in promoting arts and culture, and so for two consecutive years we have supported the Hong Kong News Awards organised by the Newspaper Society of Hong Kong by creating a new award category – Best Arts and Culture News Writing.

We also put increased effort into gaining greater international media coverage and establishing our international media networks with the support of our contracted international public relations agency.

To maintain the transparency of our Board meetings, we continued to provide an open session at each meeting, and a press release summarising the salient discussions to keep the public informed about the Authority's latest developments and decision making.

As a department the Communications and Marketing team remains dedicated to spreading the word about the District, attracting new audiences and exploring innovative ways to reach the public. Hong Kong's highly engaged digital audience coupled with the high level of coding and design skills available locally provides a real opportunity for WKCD to emerge as a world leader in the future marketing of arts and culture.

在傳訊方面，我們一直與傳媒及公眾保持有效的雙向溝通，務求增加透明度和及時發布有關西九最新發展的消息。

年內，我們發出超過50篇雙語新聞稿，並舉行了多個傳媒活動，包括記者招待會、簡報會，以及參觀活動，涵蓋多個不同課題，讓傳媒充分掌握西九發展。這些活動得到傳媒廣泛報道，帶來正面宣傳效果。

眾所周知，新聞媒體在推廣文化藝術方面的角色舉足輕重，我們為此連續兩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」。

此外，管理局在委聘的國際公關公司的支援下，加倍努力爭取海外傳媒報道和建立國際傳媒網絡。

為保持董事局會議的透明度，我們繼續在會議設立公開部分，並會發布新聞稿概述討論重點，讓公眾知悉管理局的最新發展及決策。

傳訊及推廣團隊一直致力發布有關文化區的消息、吸引新觀眾和尋求創新的方法接觸公眾。香港擁有高度參與的數碼觀眾群，加上高水平的程式編寫和設計技術，將有利管理局日後成為推廣文化藝術方面的先鋒。



Kids rose to the challenge of the virtual running game 'Freespace Challenge!' at *Freespace Fest*

小朋友在「自由野」中與好友一較高下，挑戰虛擬遊戲「進擊自由野！」

## FINANCE

The financial environment continued to fluctuate, posing challenges for investments. During the financial year, credit spread narrowed and concerns over the US Federal Reserve's pace of tapering impacted yields. In addition, volatility of Renminbi (RMB) has intensified since February 2014. Amidst such a challenging investment environment, the Authority generated a total income from investments and event receipts of HK\$821 million, representing a reduction of HK\$174 million or 17.4% as compared to the previous year. The overall rate of return on the Authority's investments was 3.4% p.a. as compared to the previous year's 4.2% p.a.

The reduction was mainly attributable to the lower yield from the placements with the Hong Kong Monetary Authority (HKMA); a decrease in bank interest income; investment loss in bond funds; and an unrealised foreign exchange loss on RMB and USD against substantial gains in the previous year.

The return from HKMA is fixed annually in January. For 2014, the yield was 3.6% as compared to 5.0% in 2013. For risk containment, USD bond funds were fully liquidated at a loss, including dividend income received, of approximately HK\$28 million. To enhance yield, the Authority has invested in swap deposits, in which swapped currencies are hedged via forward foreign exchange contracts. For accounting compliance, such inherent forward foreign exchange contracts have been marked to market and the net fair value gain on forward foreign exchange contracts has been mostly offset by the net exchange losses.

## 財務

金融環境的持續不穩，令投資充滿挑戰。於本財政年度，由於信貸息差收窄以及投資者對美國聯邦儲備局減少買債步伐及規模的憂慮，管理局的回報受到影響。此外，人民幣匯率自2014年2月以來波幅加劇。面對充滿挑戰的投資環境，管理局錄得總投資收入及活動所得8.21億港元，按年下跌1.74億港元或17.4%。本年度整體投資回報率為3.4%，而去年為4.2%。

構成投資回報下跌的主要因為香港金融管理局（金管局）存款的回報率下跌、銀行利息收入減少、債券基金投資錄得虧損，以及本年度人民幣及美元投資錄得未實現外匯虧損，而去年則錄得可觀收益。

金管局的投資回報率乃每年一月釐訂。2014年之回報率定為3.6%，而去年為5.0%。為控制風險，美元債券基金於本年度內悉數變現，計入股息收入後淨虧損約為2,800萬港元。為進一步提高投資回報，管理局於本年度增加掉期存款投資，並利用遠期外匯合約進行對沖。根據會計準則，該等遠期外匯合約需按市場價值計算，其公允價值收益淨額大部分會與匯兌損失抵銷。

As at 31 March 2014, net assets of the Authority had increased by 2.4% to HK\$24.5 billion, primarily comprised of long-term placements of HK\$14.5 billion with HKMA; bank deposits equivalent to HK\$9.2 billion; property, plant and equipment of HK\$0.5 billion and museum collections of HK\$0.3 billion.

The Finance Department continued to strengthen the Authority's financial management and control. During the year, the Guidelines on Operation of Bank Accounts and Payment Procedures for Procurement of Goods and Services were updated to reflect the Authority's implementation of the Enterprise Resource Planning system. The Accounting Policies Manual was also updated in March 2014 to incorporate the newly introduced accounting standards applicable to the Authority and its change in business activities.

The Annual Business Plan for 2014/15 and a three-year Corporate Plan for the financial years 2014/15 through 2016/17 were developed and approved by the Board in March 2014 setting out the objectives, strategies, operating framework and milestones of various projects / major activities for WKCDA in the next three years. In light of the construction cost escalation, as the Authority proceeds into the construction phase, the Finance Department will continue to work hand in hand with all departments to foster rigorous cost controls and to prudently manage investments in meeting project cash flow.

截至2014年3月31日，管理局的資產淨值增加2.4%至245億港元，其中主要包括145億港元之金管局長期存款；折合92億港元之銀行存款；五億港元之物業、廠房及設備以及三億港元之博物館藏品。

財務部繼續加強管理局的財務管理和監控。於本年度，銀行帳戶運作指引及採購商品和服務的付款程序進行了更新，以配合企業資源規劃系統之應用。會計政策手冊亦於2014年3月更新，以納入適用於管理局的新會計準則及因應業務變化而採納的會計準則。

2014/15年度的業務計劃及2014/15至2016/17年度的三年事務計劃於年內制訂並獲董事局於2014年3月批准，該計劃訂定了管理局未來三年各個項目/大型活動的目標、策略、事務框架及里程碑。管理局項目剛進入施工階段，鑑於建築成本上升，財務部將繼續與各部門攜手嚴格控制成本，並審慎管理投資以滿足項目現金流需求。

## HUMAN RESOURCES

As the WKCD project has taken a leap forward, the Human Resources Department continued to drive strategic initiatives in building the capacity of the Authority through partnering with individual departments to attract, engage and retain a high performing and committed workforce for the organisation.

As at 31 March 2014, WKCD had a staff force of 203, of which 170 were directly recruited employees, 3 interns and 30 temporary employees. Throughout the year, a total of 82 temporary employees were engaged to support communications and marketing events, performing arts and visual arts programmes (such as *Mobile M+: INFLATION!*, the *West Kowloon Bamboo Theatre* and *Freespace Fest*).

Contributing to the nurturing of art administrators for Hong Kong, the Authority continued to offer internship programmes and provide the participants with practical exposure to both local and international practice in arts administration. The 2013 summer internship programme and the M+ internship programme recruited 12 and 17 interns respectively.

With an aim for tactical resource planning in the years ahead, WKCD commissioned a consultant to conduct an imperative strategic review of the overall organisation.

During the year under review, WKCD met the key hiring objectives such as the re-appointment of Mr Michael Lynch as our Chief Executive Officer for a second term (commencing on 25 July 2014), renewal of seven senior executives' employment contracts and appointments of key positions including Chief Technology Officer, Chief Curator, two Heads of Artistic Development (Theatre) and (Dance), and Head of Communications and Public Affairs.

Furthermore, WKCD successfully renewed its current office lease term effective from February 2014 for another 3 years to ensure the business operation remains stable.

## 人力資源

隨着西九項目不斷發展，人力資源部繼續致力透過與個別部門合作，推動落實管理局人事聘任的策略性措施，藉以幫助管理局吸引、招聘及保留表現卓越和投入工作的人才。

截至2014年3月31日，管理局有203位職員，其中170位為直接聘任職員，三位為實習生，另外30位為臨時職員。年內，我們亦合共招聘82位臨時職員，支援傳訊及市場推廣活動、表演藝術及視覺藝術節目（如「M+進行：充氣！」、「西九大戲棚」及「自由野」）。

為協助培育香港的藝術管理人才，管理局繼續推行實習計劃，並為參加者提供從事本地與海外藝術管理工作的機會。2013年夏季實習計劃及M+實習計劃分別聘請了12及17位實習生。

管理局委託了顧問公司為整個機構進行具權威性的策略性檢閱，為未來數年擬定具策略性的資源規劃。

回顧2013/14年度，管理局達成多項重要聘用目標，例如再度委任連納智先生出任行政總裁（第二個任期由2014年7月25日開始）；為七位高級行政人員續約；以及委聘多人出任重要職位，其中包括資訊及通訊科技總監、總策展人、藝術發展主管（劇場）、藝術發展主管（舞蹈）以及傳訊及公共事務主管。

管理局已成功續租現有辦事處，由2014年2月起生效，為期三年，以確保業務運作維持穩定。



Facts and Figures as at 31 March 2014  
(inclusive of interns and temporary employees for special events)  
截至2014年3月31日的統計數字  
(包括實習生及特別活動的臨時職員)

## INTERNAL AUDIT

During the year, Internal Audit (IA) continued to support the Board in the effective discharge of its responsibilities in respect of risk management, internal control and corporate governance. Reporting to the Audit Committee, IA performed audits to evaluate the adequacy and effectiveness of internal controls covering the following areas:

- Use of single quotations
- Entertainment and overseas duty expenses
- Time deposits and investments
- Procurement (focusing on capital projects)
- Insurable risks
- Museum collections (acquisitions)
- Engagement of business partners for performance and cultural programmes

Audit reports summarising the results of the audits together with any recommendations for improvement were issued to the line managers concerned for action. The results of audits performed by IA were also reported to the Audit Committee periodically.

IA was also engaged in undertaking Risk Management activities. Four Risk Management Committee (RMC) meetings were held and as a result, the strategic risks and the corresponding risk mitigating actions were updated, and the current risk rating of the strategic risks were determined to demonstrate the progress and effectiveness of the mitigating actions. The work undertaken by RMC together with the progress of the mitigating actions was reported to the Audit Committee and the Board. IA played a facilitating and coordinating role in risk management and has completed the following work during 2013/14:

- acted as the Secretary of RMC, coordinating RMC meetings and preparing the necessary RMC papers;
- assisted executive directors to identify the operational risks of their departments (by way of acting as a "risk consultant");
- maintained a register of the strategic risks; and
- prepared consolidated risk reports for submission to the Audit Committee and to the Board.

## 內部審計

內部審計部於年內繼續協助董事局有效地履行職責，處理有關風險管理、內部監控及機構管治的事宜。內部審計部向審計委員會報告，履行審計職責，以評估內部監控的健全性及成效，所涵蓋的範疇包括：

- 單一報價的使用
- 酬酢及海外公幹開支
- 定期存款及投資
- 採購（集中於資本項目）
- 可保風險
- 博物館藏品（購置館藏）
- 業務夥伴於表演及文化節目的參與

內部審計部已經發出審計報告，內有審計結果連同改善建議，供有關的營運部門跟進。此外，內部審計部亦定期向審計委員會匯報審計結果。

內部審計部亦參與風險管理工作。風險管理委員會年內舉行了四次會議，並更新策略性風險及相應的風險緩減措施，而策略性風險的現行風險評級亦已訂立，藉以展示緩減措施的進度和成效。我們已向審計委員會及董事局匯報風險管理委員會進行的工作，以及緩減措施的進度。內部審計部在風險管理方面扮演協調及統籌的角色，在2013/14年度完成的工作包括：

- 出任風險管理委員會的秘書，統籌有關委員會會議及準備所需文件；
- 協助各行政總監識別其部門的營運風險（以「風險顧問」身份）；
- 維持策略性風險的記錄；及
- 擬備綜合風險報告，以供提交審計委員會及董事局。



## LEGAL

The Authority's Legal Department is committed to a policy of service to the other departments of the Authority, our code being to find lawful ways to enable the other departments to achieve what they set out to do. We have a very wide ranging, if specialist, clientele ranging from the M+ museum, through Performing Arts, Project Delivery, Human Resources, Finance, Communications and Marketing and Internal Audit, all of which have called upon our services from time to time through the year.

For example, in assisting our M+ colleagues we have been asked to solve problems with Copyright, Trademark registration and other Intellectual Property issues, such as those contained in the M+ Neon presentation, where the Authority needed to obtain rights to publish photographs from a wide variety of historical and contemporary sources, including the right to publish photographs taken by members of the public for the interactive part of the presentation. We have dealt with property leases in Hong Kong, China, Japan and Switzerland. The M+ team of curators has been very active and presented us with interesting issues concerning the procurement of artworks from the usual paintings, sculptures and videos to architectural plans and drawings to a complete sushi bar. The legal issues dealt with have ranged from cross-jurisdiction probate, to intellectual property to blind trusts and equitable issues arising out of donations and gifts.

Our performing arts colleagues have been no less active than their visual arts counterparts and have presented us with numerous contractual and licensing matters, such as the contracts for the erection and dismantling of the West Kowloon Bamboo Theatre and the structures associated with *Freespace Fest* together with contracts for the many performing artists they engage through the year and the "partnering" arrangements which they have entered into with performance groups internationally.

## 法律事務

管理局的法律事務部秉承為管理局轄下各部門服務的原則，協助及確保管理局不同部門適合法途徑達致其工作目標。委託我們提供法律協助的各個專責部門包括M+博物館、表演藝術、項目推展、人力資源、財務、傳訊及推廣以至內部審計，所涉工作的性質及範疇極廣。在過去一年，我們因應要求，為不同部門提供了所需的法律服務。

以M+為例，我們曾為其提供有關版權、商標註冊和其他知識產權方面的協助，並為問題提供解決方案。如M+的霓虹招牌網上展覽，當中涉及到管理局須向有關人士及機構取得照片的發布權，用以發表這些來源廣泛的歷史及當代照片；與此同時，管理局亦須取得展覽的互動部分，即公眾拍攝的照片的發布權，在這些問題上法律事務部均給予適當的協助。此外，我們亦曾處理有關香港、中國、日本及瑞士的物業租賃事宜。M+策展團隊正積極拓展館藏，而我們在採購藝術品，如一般畫作、雕塑及影片、建築圖則和繪圖，以至整個壽司吧，亦須處理各式各樣的法律問題包括由捐贈及饋贈引起的跨境遺囑認證、知識產權、隱瞞信託的資產及衡平法等問題。

表演藝術部的同事與視覺藝術團隊同樣活躍。我們應表演藝術部的要求，處理了多項合約及授權事宜，例如搭建和拆卸大戲棚，與「自由野」項目相關的建築結構之合約，年內與多位表演藝術家的合約，以及提供法律意見予國際表演藝術團體訂立的「合夥」計劃等。

We have an ongoing role to play with the Authority's Project Delivery team which involves both the drafting and vetting of engineering and architectural consultancy and construction contracts, other consultancies such as that employed to advise on the manner best to achieve the vertical and horizontal integration of arts and cultural venues, hotel, office and residential developments and retail, dining and entertainment facilities which forms the essential core of the Foster + Partners' Conceptual Plan and the Approved Development Plan. We have vetted and advised on the terms of various agreements with the Government from Short Term Tenancies to entrustment agreements, where the Authority agrees to build items of public infrastructure for Government. We are working with our project delivery colleagues, external land and legal consultants on the land grant which the Authority will need to progress the development of the District, in particular the hotel, office and residential elements. We are developing bylaws for the management of the Park, we have written the rather innovative partnering contracts for the procurement and operation of the SmartBike System, and facility management contracts for the management of the promenade and event/exhibition areas currently held under Short Term Tenancy from the Government.

Together with the work we do for the three largest departments we are often called upon by the Human Resources and Finance Departments to vet contracts and other documents, review policies and procedures and give legal advice on issues that have ranged from employment contracts, to banking agreements and deposit swap facilities to issues concerning discrimination in employment and personal data privacy.

In addition to our day to day legal work the Legal Department is responsible for the insurance of the Authority's undertakings, from the M+ Collection to construction works and the ever present public liability cover for all of our premises and events. This year we have established innovative insurance programmes for fine art and construction works.

To undertake that work we have four lawyers including the General Counsel, an insurance manger and three departmental secretaries, having boosted the numbers of lawyers by one during the year by the addition of a former senior lawyer from the Legal Advisory Division of the Development Bureau.

我們亦與項目推展部緊密合作，合作項目包括草擬兼審核工程和建築顧問及建造合約，以及委聘其他顧問之合約，例如就縱橫整合的藝術及文化場地、酒店、寫字樓、住宅場所、零售餐飲及消閒設施的方式（此乃Foster + Partners概念規劃和經核准的發展圖則的核心所在）提供最佳專業意見的顧問。此外，我們亦審核與政府訂立的不同協議的條款，並就此提供意見，當中包括短期租約以至委託協議，據此管理局同意為政府建設公共基建項目。在批地方面，我們透過與項目推展部同事、外聘土地及法律顧問的合作，協助管理局促進西九日後的發展，特別是酒店辦公室和住宅部分。我們正制訂管理西九公園的附例，並為「悠遊西九」單車服務的採購和營運工作擬備創新的合夥合約，以及為目前根據政府短期租約下的海濱長廊及活動/展覽區的管理工作擬備設施管理合約。

除與上述三大部門合作無間外，我們亦經常應人力資源部及財務部的要求，審查合約及其他文件、審閱政策及程序，以及提供法律意見，所涉範疇包括僱傭合約、銀行協議及存款掉期融資，以至有關僱傭範疇中的歧視及個人資料私隱的事宜。

除了處理日常法律事務外，法律事務部亦負責管理局的保險工作，包括M+館藏、各項建造工程，以及涵蓋我們在所有場地及活動中須承擔的公眾責任。此外，今年我們已為藝術作品及建造工程訂立了創新的保險計劃。

為應付工作需要，法律事務團隊包括總法律顧問在內共四位律師，一位保險經理及三位部門秘書。隨着發展局法律諮詢部一位前高級律師的加入，年內我們的律師團隊又增添一位新成員。

## OUTLOOK 2014

2014 promises to be a year of significant development for WKCD. Each day the project gathers momentum and a clear vision now exists for the entire headland area of the District, including the Artist Square Development Area to be delivered in stages in the years to come. The structures that have started to take shape in the architect's drawings and plans will, in coming years, progressively take shape on the ground.

While we have an inspiring image on the horizon of what WKCD will look like, we are always mindful of the challenges ahead and are prepared to meet them with all our effort and determination.

In parallel with the building of the facilities, we are providing the public with cultural events and programmes – both along our waterfront promenade, and in other parts of Hong Kong. We have also developed a great online presence, with our comprehensive website, and cost-effective e-marketing and social media campaigns. Over the past year we have seen an exponential growth in the number of people we have engaged, and this momentum will increase in the coming year.

While we are hugely encouraged by the support given to us by the community as we roll out our programmes, we are not oblivious of the concerns expressed by our stakeholders, including legislators and District Council members, over the challenges faced by the Authority as we manage this ambitious project. We thank them for their continued support.

We are appreciative of the determination of the HKSAR Government to empower us to carry through this project to completion. Our gratitude also goes to the arts and culture community for their ongoing support through donations, expression of views, and enthusiastic participation in our events. We pledge to repay them, and the people of Hong Kong and beyond, with a world-class arts and culture hub that will shine as a global benchmark for excellence.

## 展望 2014

2014年是西九發展過程中的一個重要里程碑。項目每日都取得進展，而西九整個岬角地段目前已有明確的方向，包括將於未來分階段落成的藝術廣場發展區。未來數年，建築師所構想的建築物將逐一於文化區內建成。

當我們憧憬着西九的未來時，我們亦不忘時刻作好準備，以努力和決心迎接緊接而來的挑戰。

我們在興建設施的同時，亦為公眾帶來多個文化活動及節目，舉辦地點不僅限於西九海濱長廊，還包括香港其他地方。我們透過資訊全面的網站，以及具成本效益的電子推廣和社交媒體推廣計劃，漸漸建立一個理想網上平台。參與人數在過去一年顯著上升，相信來年也將繼續保持增長。

每當我們有活動推出，大眾的支持總給予我們莫大的鼓勵。然而，我們不會忽視持份者（包括立法會及區議會議員）對管理局在發展這個大型項目時面對的艱巨挑戰所表達的關注。我們衷心感謝他們一直以來的支持。

對於特區政府讓我們能夠貫徹完成這個項目，我們表示感謝。此外，我們亦向文化藝術界表示謝意，感謝他們一直以來透過捐款、表達意見、熱心參與我們的活動，以示對我們的支持。我們承諾將西九發展成為一個優秀的世界級文化藝術樞紐，以回饋上述人士、全港市民以至世界各地人士的支持和期許。



## CALENDAR OF EVENTS

## 大事紀要

## 04 · 2013

25 April saw the inauguration of *Mobile M+: INFLATION!*, displaying six giant inflatable sculptures plus one performance piece on the site of the park development at WKCD. M+ brought some of the most important works of public sculpture created in recent years to the city for the first time and featured selections by internationally renowned artists as well as newly commissioned works of art by local and regional artists. About 150,000 people visited the exhibition, which closed on 9 June.

「M+進行：充氣！」於4月25日開幕，於西九公園的未來位置展出六個大型充氣雕塑及一件表演作品。M+是次展出的作品均為近年重要的公共雕塑，而且更是首次在港展出，當中包括國際著名藝術家的精選作品，以及本地與區內藝術家的全新委約作品。展覽於6月9日結束，約有150,000人次參觀。



## 05 · 2013

On 27 May, WKCDA announced its collaboration with the Chinese Artists Association of Hong Kong (Barwo) and the Hong Kong Academy for Performing Arts to conduct a *Xiqu Centre Seminar Series* to lay the ground for the future Xiqu Centre.

於5月27日，管理局宣布聯同香港八和會館及香港演藝學院合辦「戲曲中心講座系列」，為未來的戲曲中心作準備。

WKCDA and the Hong Kong Arts Administrators Association co-presented the *2013 Cultural Leadership Summit* from 27 to 29 May. International and local cultural leaders gathered together to explore strategies for arts and cultural development.

管理局與香港藝術行政人員協會於5月27日至29日合辦「2013文化領袖論壇」。多位國際及本地文化領袖聚首一堂，探討文化藝術發展的策略。



## 06 · 2013

'*You (you)*,' a solo exhibition by leading Hong Kong artist Lee Kit co-presented by M+ and the Hong Kong Arts Development Council, opened on 1 June at the 55th Venice Biennale and ran until 24 November. M+ also hosted a series of free talks in Hong Kong to enhance the public's understanding of this internationally important event.

M+與香港藝術發展局攜手合辦著名香港藝術家李傑的個展「你（你）」，展覽於6月1日至11月24日期間於第55屆威尼斯藝術雙年展舉行。此外，M+亦在香港舉辦了一系列免費講座，加深公眾對展覽的了解。



The first episode of the *Xiqu Centre Seminar Series*, 'Sharing Across Genres in Chinese Traditional Theatre', was held on 22 June featuring renowned maestros Pei Yanling and Yuen Siu-fai.

「戲曲中心講座系列」第一講《劇種的借鑒與研習》於6月22日舉行，邀請著名戲曲藝術家兼中國戲劇梅花獎大獎得主裴艷玲及香港資深粵劇表演藝術家阮兆輝兩位名師作對談嘉賓。



## 06 · 2013

On 28 June, WKCDA unveiled the selected concept design of the M+ building by renowned Swiss architectural practice Herzog & de Meuron, with Hong Kong-based TFP Farrells and Ove Arup & Partners HK.

於6月28日，管理局公布獲選的M+大樓的概念設計，大樓將由著名瑞士建築事務所 Herzog & de Meuron 聯同 TFP Farrells 和香港奧雅納工程顧問公司合作設計。



## 08 · 2013

In a workshop co-organised by WKCDA and the Hong Kong Arts Administrators Association on 2 August, Rachel Tackley, Director of English Touring Theatre shared her insights on how touring theatre in the UK is changing.

於8月2日，在管理局與香港藝術行政人員協會合辦的一個工作坊中，English Touring Theatre 總監 Rachel Tackley 分享她對英國巡迴劇場演變的見解。

## 09 · 2013

The groundbreaking ceremony for the Xiqu Centre, the first major performing arts venue in WKCD, was held on 24 September with Mrs Carrie Lam, Chairman of the WKCDA Board, officiating. 西九首個主要表演藝術場地戲曲中心的動土儀式於9月24日舉行，並由管理局董事局主席林鄭月娥女士主禮。



The second episode of the *Xiqu Centre Seminar Series*, 'Xiqu and City Life' featuring a dialogue between leading playwright Luo Huaizhen and veteran art critic Cheung Ping-kuen took place on 28 September.

「戲曲中心講座系列」第二講《傳統戲曲與城市生活》於9月28日舉行，邀請著名劇作家羅懷臻及資深藝評人張秉權對談。



## 10 · 2013

In a workshop co-presented by WKCDA and the Hong Kong Arts Administrators Association on 21 October, in collaboration with the Hong Kong Association of Theatre Technician and Scenographers, former deputy project director of the Royal Shakespeare Theatre, Simon Harper talked about how to design a modern theatre from the inside out.

在管理局與香港藝術行政人員協會聯同香港舞台技術及設計人員協會於10月21日合辦的工作坊中，皇家莎士比亞劇院前項目副總監 Simon Harper 暢談如何由內至外打造一個現代劇院。

Starting from 31 October, *Freespace Micro: Decade*, a project featuring 10 decades of Hong Kong (1890s-2010s) in film and music, was presented by WKCDA and co-curated by Fieldwork Productions and the Hong Kong Film Archive.

自10月31日起，由管理局主辦，Fieldwork Productions 及香港電影資料館聯合策劃的「Freespace Micro——拾·年」，以音樂和影像展示百年香港（1890年代至2010年代）。



## 11 · 2013

The new WKCD website was launched, marking a significant move forward in the development of WKCD that reflected how the project had progressed from the planning stage to a phase of real action.

管理局推出全新西九網站，標誌我們的發展向前邁出重要一步，同時展現項目如何由規劃階段發展至實踐階段。

WKCDA and the Hong Kong Arts Administrators Association, with the support from the Jockey Club Arts Accessibility Service Centre and the Arts with the Disabled Association Hong Kong, invited a professional sign language interpreter, Kevin Dyels, to conduct an accessibility workshop on 15 November.

於11月15日，管理局獲香港展能藝術會賽馬會藝術通達服務中心的協力支持，與香港藝術行政人員協會邀請專業手語傳譯員 Kevin Dyels 進行一次通達工作坊。

## 11 · 2013

*M+ Public Forum: Where We Are Now and Where We Are Going* was held on 18 November and updated visual arts lovers on the development of the museum project.

「M+公眾論壇：當下與未來」於11月18日舉行，讓視覺藝術愛好者了解M+的最新進展。



*M+ MATTERS: ARTWORK DOCUMENTATION* comprising two evening panel discussions on 22 and 25 November unpacked the multiple roles that an object (or image) can inhabit – documentation, archive, evidence, historical record, material support – and how these align with our understandings of "the work".

「M+思考：藝術作品文獻」透過兩場分別於11月22日及25日晚上舉行的公開講座，嘗試剖析物件（或影像）所包含的多重角色——文獻、檔案、證據、歷史記錄、輔助材料，以及這些角色如何與對「作品」的理解連成一線。

## 11 · 2013

The third episode of the *Xiqu Centre Seminar Series*, 'The Way of Success for Various Role Categories' featured a dialogue between renowned Jingju artist and Plum Blossom Grand Award winner Shang Changrong and leading Cantonese opera performer and advocator Law Ka-ying on 23 November.

「戲曲中心講座系列」第三講《不同行當的成名之路》於11月23日舉行，由著名京劇表演藝術家兼中國戲劇梅花大獎得主尚長榮及香港粵劇界中流砥柱羅家英作對談嘉賓。



## 12 · 2013

The highly-anticipated *Freespace Fest* came back to the West Kowloon Waterfront Promenade on 14 and 15 December. It was a festival to experiment the possibilities of public space and the concept of Freespace as a venue at WKCD. 10 curators and over 400 local and overseas artists presented music, dance, literature, media art, parkour, workshops, talks and open-call programmes.

萬眾期待的「自由野」於12月14日及15日重臨西九海濱長廊。這個節目讓參加者可以嘗試公共空間的不同可能性，以及探索自由空間作為西九場地的概念。10位策展人與超過400個本地及海外藝術工作單位帶來音樂、舞蹈、文學、媒體藝術、跑酷、工作坊、講座及公開招募的藝術項目。



Seven members of the Legislative Council participated in a site visit on the accessibility and connectivity of WKCD on 17 December.

於12月17日，七位立法會議員就西九的可達性和連接事宜進行實地視察。

## 01 · 2014

*Building M+: The Museum and Architecture Collection* was M+'s debut architecture exhibition, a landmark presentation offering a detailed preview of the design for the future museum building, alongside a preview of the museum's growing architecture collection. The exhibition was held at ArtisTree from 10 January to 9 February.

「構·建M+：博物館設計方案及建築藏品」為M+首個建築展覽。透過這次展覽，公眾可以認識未來博物館大樓的設計，以及預覽M+增建中的建築藏品。展覽於1月10日至2月9日期間在ArtisTree舉行。



The WKCDA Board announced the re-appointment of existing co-opted members and the appointment of 10 new co-opted members to its committees and subcommittees till 31 December 2014.

管理局董事局宣布再度委任轄下委員會及小組委員會的成員，以及10位增選委員，任期至2014年12月31日。

## 01 · 2014

The third edition of the *West Kowloon Bamboo Theatre* ran from 17 January to 9 February. Held for the first time at the West Kowloon Waterfront Promenade, it brought a diverse line-up of xiqu performances by an acclaimed cast from the Plum Blossom Award Art Troupe of Chinese Theatre Association and popular Cantonese opera virtuosos to Hong Kong audiences. In addition to the star-studded performances, the event also featured a new programme *Rising Stars in Cantonese Opera Showcase*, screening of classic xiqu-related movies, and an exhibition on the Xiqu Centre.

「西九大戲棚」於1月17日至2月9日第三度舉行。活動首次在西九海濱長廊舉行，為香港觀眾呈獻連場精彩的中國戲曲表演。今屆演出陣容鼎盛，包括中國戲劇家協會梅花獎藝術團及香港著名粵劇大老倌。除了戲曲演出外，還加入了全新的「西九戲曲中心粵劇新星展演」、戲曲電影放映，以及戲曲中心的设计展覽。



## 01 · 2014

In a free talk held on 18 January, Dr Ji Guoping, Standing Vice-chairman of the Chinese Theatre Association and Head of the Plum Blossom Award Art Troupe, spoke about the development of xiqu, offering valuable insights into the art form's present and future.

在1月18日舉行的免費講座中，中國戲劇家協會駐會副主席兼梅花獎藝術團團長季國平博士與我們探討戲曲的發展，就戲曲的現在與未來發展提出寶貴的見解。



M+ received a donation of 37 important works of Chinese contemporary art by Guan Yi, one of the most important art collectors based in mainland China.

M+獲得中國知名的藝術收藏家管藝捐贈37件重要的中國當代藝術作品。

## 01 · 2014

On 23 January, WKCD announced that VPANG architects ltd + JET Architecture Inc + Lisa Cheung had been appointed to design and administer the construction of the Arts Pavilion in WKCD.

於1月23日，管理局宣布委任彭耀輝建築師事務所有限公司+JET建築事務所+張勵繡組成的團隊負責設計及興建西九的小型藝術展館。



*Freespace Micro – Compartmentalized*, an outdoor dance performance presented by WKCD in association with Stalker Theatre from Australia and Unlock Dancing Plaza from Hong Kong with the support of the City of Sydney and the Australia-China Council took place in Sydney, Australia from 24 to 26 January.

管理局聯同來自澳洲的Stalker Theatre與香港的不加鎖舞蹈館攜手呈獻戶外舞蹈表演「Freespace Micro——格壁城市」。活動得到悉尼市政府及澳中理事會的支持，於1月24日至26日在澳洲悉尼上演。



## 02 · 2014

WKCD announced the re-appointment of existing members to its Consultation Panel for a period of one year from 1 March 2014 to 28 February 2015.

管理局宣布再度委任諮詢會的成員，任期一年，由2014年3月1日起至2015年2月28日。

On 28 February, WKCD announced that a design team led by Dennis Lau & Ng Chun Man Architects & Engineers (Hong Kong) Ltd, supported by landscape architects West 8 (Netherlands) and ACLA (Hong Kong), had been selected to design and manage the development of the Park in WKCD.

於2月28日，管理局宣布選出由劉榮廣伍振民建築師事務所（香港）有限公司帶領，園景師West 8（荷蘭）及傲林國際（ACLA）（香港）支援的設計團隊，負責設計和管理西九公園的發展。

WKCD introduced SmartBike, a pilot bike rental service at the West Kowloon Waterfront Promenade. A free trial run was arranged on 15 days in February. Approximately 1,600 people joined the programme over the trial run period and positive feedback was received.

管理局推出西九海濱長廊單車共享服務試驗計劃「悠遊西九」單車服務。免費試驗於2月中的15天進行，期間約有1,600人參與，備受好評。



## 03 · 2014

*Take A Leap*, an outdoor event featuring high-powered street dance and parkour, was held on 1 March, bringing together some of the brightest talents in the city and took the audience on a journey to Hong Kong's youth and street culture.

於3月1日，戶外活動「自由躍」匯聚了城中一些最耀眼的表演者，透過充滿活力的街舞與跑酷，引領觀眾踏上香港青年街頭文化之旅。



## 03 · 2014

Co-presented by M+ and the Hong Kong Arts Development Council, 'You.', an expanded adaptation of Lee Kit's critically acclaimed exhibition at the 55th Venice Biennale, was showcased in Hong Kong from 6 March to 13 April.

M+與香港藝術發展局共同合辦李傑的展覽「你。」，構思來自李傑於第55屆威尼斯藝術雙年展的個展。展覽於3月6日至4月13日在香港舉行。



On 14 March, five outstanding Rising Stars featured in the *Rising Stars in Cantonese Opera Showcase* of the West Kowloon Bamboo Theatre 2014 were unveiled in an award presentation ceremony.

「西九戲曲中心粵劇新星展演」的五名最優秀表演獎得主，出席於3月14日舉行的頒獎典禮。



## 03 · 2014

On 21 March, M+ launched its first online interactive exhibition *Mobile M+: NEON SIGNS.HK* – a unique initiative to celebrate neon signs – a key feature of Hong Kong's urban landscape – by researching, exploring and revealing the stories behind Hong Kong's neon signs. Members of the public were invited to contribute to the museum's research by uploading images of their favourite neon signs to an online 'Neon Map'. The programme ended on 30 June.

於3月21日，M+展開首個網上互動展覽「M+進行：NEON SIGNS.HK探索霓虹」，旨在研究、探索及展示香港霓虹招牌背後的故事，認識香港這個獨特的城市景觀。我們邀請公眾人士上載他們最喜愛的霓虹招牌照片到網上「霓虹地圖」，以豐富博物館的研究。展覽於6月30日結束。



WKCD presented a public forum at the *International Black Box Festival 2014* on 29 March, in collaboration with the Hong Kong Repertory Theatre.

於3月29日，管理局與香港話劇團於「國際黑盒劇場節2014」中合辦了一場公眾論壇。

## FINANCIAL HIGHLIGHTS

## 財務摘要

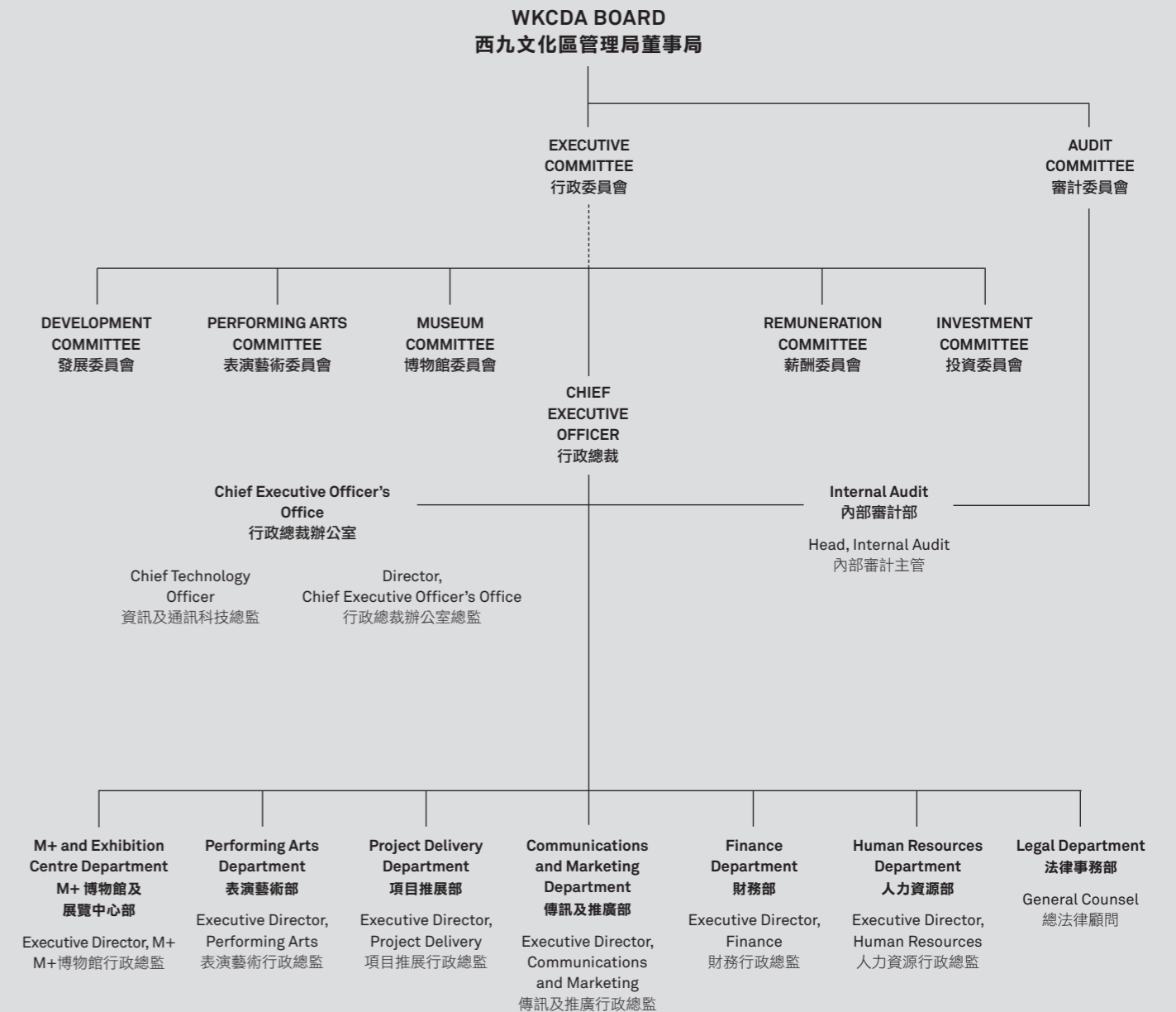
Financial results for the year ended 31 March 截至3月31日止年度之財務業績		2014 HK\$ million 百萬港元	2013 HK\$ million 百萬港元	Change 變動
Income	收入	821	995	-17%
Expenses	支出	244	197	+24%
Profit	利潤	577	798	-28%

Financial position as at 31 March 於3月31日之財務狀況		2014 HK\$ million 百萬港元	2013 HK\$ million 百萬港元	Change 變動
Net assets	資產淨值	24,466	23,889	+2%
Capital - Endowment from the Government of HKSAR	資金—香港特別行政區政府撥款	21,600	21,600	-
Placements with HKMA	香港金融管理局存款	14,540	11,901	+22%
Time deposits and Cash and cash equivalents	定期存款和現金及現金等價物	9,093	10,449	-13%
Fund investments and Other financial assets	基金投資和其他金融資產	10	1,139	-99%
Property, plant and equipment	物業、廠房及設備	481	67	+618%
Museum collections	博物館藏品	257	188	+37%

## GOVERNANCE REPORT

## 管治報告

A) THE BOARD AND SENIOR MANAGEMENT  
I) STRUCTURE OF WKCD甲. 董事局及高級管理層  
一) 管理局組織架構

## II) BOARD FUNCTIONS AND CONDUCT OF BUSINESS

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

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.

## 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。董事局由行政長官委任，政務司司長為董事局主席，董事局成員包括15位非公職人員以及三位公職人員。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。管理局行政總裁為董事局的當然成員。

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。

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 WKCDA. To further enhance transparency, the updated register is also uploaded to the WKCD website for public access.

The Board held six meetings during the reporting year and decided on a number of strategic issues including the approach to implementing the WKCD project in light of the very significant construction cost escalation, collections management policy, facility and artistic partnership framework for performing arts venues as well as governance structure and management structure for the Xiqu Centre. It approved the appointment of the M+ building design team and the award of the design consultancy for the Park development. Its work also included the appointment of committees and consultation panel members, monitoring the progress of the project development, endorsing finance and investment strategies, human resources strategy and the annual Business Plan/three-year Corporate Plan, all of which are crucial to the operation of WKCDA and the future development of WKCD. Members of the public can watch the live webcast of the open sessions of the Board meetings on the WKCD website.

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六次會議，就多項策略事宜進行決策，包括根據建築成本飆升而重新檢視西九項目的推展方向、藏品管理政策、表演藝術場地的設施及藝術夥伴計劃架構、以及戲曲中心未來的管治及管理架構。管理局亦通過委任M+大樓設計團隊，以及委聘發展西九公園的獲選設計團隊。管理局的工作還包括委任委員會及諮詢會成員、監督發展項目的進展、通過財務及投資策略、人力資源策略，以及年度業務計劃/三年事務計劃，上述各項對管理局的運作及西九的未來發展均十分重要。此外，公眾可透過西九網站觀看董事局會議公開部分的現場網上直播。



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

- |                          |                           |                           |                         |                            |  |                         |                          |                             |                        |
|--------------------------|---------------------------|---------------------------|-------------------------|----------------------------|--|-------------------------|--------------------------|-----------------------------|------------------------|
| Mr Danny Yung<br>榮念曾先生   | Mr Raymond Fung<br>馮永基先生  | Mr Andrew Lam<br>林筱魯先生    | Mr Jeffrey Lam<br>林健鋒先生 | Prof K C Chan<br>陳家強教授     | Mr Tsang Tak-sing<br>曾德成先生                                 | Mr Paul Chan<br>陳茂波先生   | Mr Ma Fung-kwok<br>馬運國先生 | Prof Lee Chack-fan<br>李焯芬教授 | Mr Chris Ip<br>葉傲冬先生   |
| Ms Yip Wing-sie<br>葉詠詩女士 | Mr Michael Lynch<br>連納智先生 | Mr Sin Chung-kai<br>單仲偕先生 | Mr Victor Lo<br>羅仲榮先生   | Mr Ronald Arculli<br>夏佳理先生 | Mrs Carrie Lam<br>林鄭月娥女士<br>Chairman of the Board<br>董事局主席 | Dr Allan Zeman<br>盛智文博士 | Mr Leo Kung<br>孔令成先生     | Mr Phillip Tsai<br>蔡永忠先生    | Prof Jenny So<br>蘇芳淑教授 |



### III) BIOGRAPHIES OF BOARD MEMBERS



#### 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 July 1, 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。

### 三) 董事局成員簡歷



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

#### THE HONOURABLE RONALD ARCULLI, GBM, GBS, JP 夏佳理先生, GBM, GBS, JP

Mr Ronald Arculli is a Senior Partner of King & Wood Mallesons in Hong Kong. King & Wood Mallesons 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 and Common Purpose Charitable Foundation Limited, Hong Kong. He is also a Non-Executive Director of Asia Art Archive Limited and a 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及香港Common Purpose Charitable Foundation Limited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。



#### MR RAYMOND FUNG WING-KEE, JP 馮永基先生, JP

Mr Raymond Fung is a renowned architect and ink-painter. He has won the Ten Outstanding Young Persons' Award, the Ten Outstanding Designers' Award and Home Affairs Bureau's Certificate of Commendation. He has also received five Annual Awards of the Hong Kong Institute of Architects, as well as 50 major awards in visual arts, architecture and interior design. Mr Fung is currently the Adjunct Associate Professor at the School of Architecture of the Chinese University of Hong Kong, a member of the Art Museum Advisory Panel and the Museum's Honorary Advisor. He is also a member of the Advisory Committee on Revitalization of Historical Buildings and the Advisory Committee on the Appearance of Bridges and Associated Structures.

馮永基先生為本港著名建築師及水墨畫家，曾獲選香港十大傑出青年和香港十大傑出設計師，並獲民政事務局頒發藝術推廣獎狀，亦五度榮獲香港建築師學會周年設計獎，以及有關視覺藝術、建築和室內設計等共50餘獎項。馮先生現為香港中文大學建築學院客座副教授，並出任藝術博物館諮詢委員及榮譽顧問，活化歷史建築諮詢委員會、美化天橋及有關設施諮詢委員會委員。



#### MR LEO KUNG LIN-CHENG, BBS, JP 孔令成先生, BBS, JP

Mr Leo Kung is a professional in banking and financial services. Currently, Mr Kung is Chairman of the Board of the Ocean Park Corporation and a member of the Hong Kong Housing Authority. He is also Convenor 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及香港房屋委員會委員。此外，他亦是伸手助人協會慈善信託基金召集人及董事局董事。



#### MR CHRIS IP NGO-TUNG 葉傲冬先生

Mr Chris Ip is a member of Yau Tsim Mong (YTM) District Council. He serves as Chairman of Traffic and Transport Committee of the YTM District Council, as well as the Chairman of the Arts and Culture Coordinating Committee of the YTM District Council. He is also a member of Liquor Licensing Board, member of Hospital Governing Committee of the Queen Elizabeth Hospital, member of Ethics Committee of Hong Kong East Cluster and the member of 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。他現時參與包括酒牌局、伊利沙伯醫院管治委員會、港島東醫院聯網倫理委員會、油尖旺撲滅罪行委員會等公共服務。



#### THE HONOURABLE JEFFREY LAM KIN-FUNG, GBS, JP 林健鋒議員, GBS, JP

Mr Jeffrey Lam is a veteran industrialist who has a broad range of experience in areas such as industrial and business promotion to innovation and technology support. His past and present public service covers, amongst others, the fields of transport, vocational training, trade promotion and anti-corruption. Mr Lam is a non-official member of the Executive Council and a member of the Legislative Council of HKSAR.

林健鋒議員是資深工業家，擁有廣泛的經驗，包括工業、業務推廣，以至創新及科技支援等範疇。他過去及現在曾參與多項公共服務，包括交通、職業訓練、貿易推廣，以及反貪污。林議員現為行政會議非官守議員及立法會議員。



**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 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。



**PROFESSOR LEE CHACK-FAN, GBS, JP**  
**李焯芬教授, GBS, JP**

Prof Lee Chack-fan is Director of HKU School of Professional and Continuing Education and Chair Professor of Geotechnical Engineering of The University of Hong Kong. He is highly esteemed in the engineering field internationally. He has served as technical adviser to the World Bank, the United Nations Development Plan, the Asian Development Bank and the International Atomic Energy Agency. Prof Lee was Chairman of the Harbour-front Enhancement Committee and the Council of the Lord Wilson Heritage Trust. He is currently member of the Commission on Strategic Development.

李焯芬教授現為香港大學專業進修學院院長及香港大學土木工程系講座教授，在國際工程界內備受敬重。他曾擔任世界銀行、聯合國開發計劃署、亞洲開發銀行及國際原子能機構的技術顧問。李教授曾任共建維港委員會主席及衛奕信勳爵文物信託理事會主席。現為策略發展委員會委員。



**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 the 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 Board of Directors of the Hong Kong Design Centre, Chairman of CreateSmart Initiative Vetting Committee as well as a director of PMQ Management Company Ltd. In addition, he is the Chairman of Board of Directors 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 the Convenor of its Working Group on Manufacturing Industries, Innovative Technology, and Cultural and Creative Industries. Mr Lo has interest in a wide variety of visual arts forms and is 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。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。



**THE HONOURABLE MA FUNG-KWOK, SBS, JP**  
**馬達國議員, SBS, JP**

Mr Ma Fung-kwok is the Legislative member of the Sports, Performing Arts, Culture and Publication Constituency 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 the Hong Kong Academy for Performing Arts.

馬達國議員為現任立法會議員（體育、演藝、文化及出版界），也是香港藝術發展局前主席。馬議員深入認識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。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。



**THE HONOURABLE SIN CHUNG-KAI, SBS, JP**  
**單仲偕議員, SBS, JP**

Mr Sin Chung-kai is a Legislative Councilor representing the geographical constituency of Hong Kong Island. He serves as a board member of Hong Kong Tourism Board and the Financial Reporting Council. He is also a member of Radio Television Hong Kong (RTHK) Programme Advisory Panel.

Mr Sin has a long public service record. He served as a member of the Independent Commission Against Corruption (ICAC) Operations Review Committee and the Witness Protection Review Board Panel from 2007 to 2012, a member of the Council for Sustainable Development from 2009 to 2013, and Greater Pearl River Delta Business Council from 2009 to 2013. Mr Sin also served as a member of the Housing Authority from 2001 to 2009 and a board director of Hong Kong Mortgage Corporation Limited from 1999 to 2009. Mr Sin is a member of the Court and was a Council Member of Hong Kong University of Science and Technology from 2001 to 2007. Mr Sin also sat on the HKSAR Government's Digital 21 Strategy Advisory Committee which is the mastermind of the HKSAR government blueprint for ICT policies from 1999 to 2008.

單仲偕議員現為代表香港島地方選區的立法會議員。他現為香港旅遊發展局成員及財政匯報局成員，他亦是香港電台節目顧問團成員。

單議員多年來積極參與公共事務，曾於2007年至2012年擔任廉政公署審查貪污舉報諮詢委員會及保護證人覆核委員會委員、於2009年至2013年為可持續發展委員會成員，及於2009年至2013年為大珠三角商務委員會委員。他曾於2001年至2009年擔任香港房屋委員會委員，及於1999年至2009年擔任香港按揭證券有限公司董事局成員。於2001年至2007年，單議員亦曾擔任香港科技大學校董會成員。單議員亦曾於1999年至2008年，在譽為香港特別行政區政府資訊科技政策藍圖智囊策劃者的「數碼21」資訊科技策略諮詢委員會擔任委員。



**PROFESSOR JENNY SO FONG-SUK**  
**蘇芳淑教授**

Prof Jenny So is Professor of Fine Arts and Director of the Art Museum, the Institute of Chinese Studies at the Chinese University of Hong Kong. She received her Ph.D. in Fine Arts from Harvard University. Before her return to CUHK in 2001, she was Senior Curator at the Freer Gallery of Art and Arthur M. Sackler Gallery at the Smithsonian Institution, Washington, D.C., responsible for all research and exhibition programmes related to its collections of ancient Chinese art. She is currently an Expert Advisor for the Hong Kong Museum of Art and Co-Chair of the Gallery Advisory Committee at Asia Society's Hong Kong Centre.

蘇芳淑教授為香港中文大學藝術學講座教授及中國文化研究所文物館館長。她在哈佛大學獲取藝術學博士學位，於2001年回港前曾任美國國立史密森博物館佛利爾美術館及沙可樂美術館高級館長，專責管理及研究中國古代文物館藏。蘇教授現任香港藝術館專家顧問及亞洲協會香港中心藝術館顧問委員會聯席主席。



**MR PHILIP TSAI WING-CHUNG, JP**  
**蔡永忠先生, JP**

Mr Philip Tsai is the 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 and a Member of the Registration Committee of the Chinese Gold and Silver Exchange.

Mr Tsai is the Chairman of the Hospital Governing Committee of the Hong Kong Red Cross Blood Transfusion Services, the 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、申訴專員顧問及香港金銀業貿易場註冊委員會成員。

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畫委員會成員。



**MS YIP WING-SIE, BBS, JP**  
**葉詠詩女士, BBS, JP**

Ms Yip Wing-sie has been Music Director of the Hong Kong Sinfonietta since 2002 and has been guest conductor of various orchestras around the world. She was bestowed "Chevalier dans l'Ordre des Arts et des Lettres" by the Ministry of Culture and Communication of France in 2007 and was conferred as a Fellow of the Royal College of Music (FRCM) in 2010. She was awarded the Bronze Bauhinia Star (BBS) by the Hong Kong Government in 2013. Currently she is also a member of the Art Form Panels for the Leisure and Cultural Services Department and the Hong Kong Tourism Board.

葉詠詩女士自2002年起接任香港小交響樂團音樂總監，並於世界各地擔任樂團客席指揮。2007年她獲法國文化部頒發「藝術及文學騎士勳章」，2010年獲英國皇家音樂學院頒授院士榮銜 (FRCM)，2013年由香港政府授勳銅紫荊星章，以表揚她在音樂界的傑出成就。葉女士現同時為康樂及文化事務署演藝小組成員及香港旅遊發展局成員。



**MR DANNY YUNG NING-TSUN**  
**榮念曾先生**

An international renowned experimental art pioneer, Mr Danny Yung is a founder cum Co-Artistic Director of Zuni Icosahedron, an epitome of the professional experimental arts company in Hong Kong. He is also Chairperson of the Hong Kong Institute of Contemporary Culture and the Convener of the Chinese Creative Industries Forum. His endeavour in multi-disciplinary arts and cultural policy reform in the past thirty years has opened up new dialogues, possibilities and perspectives in the field of arts and culture. He was bestowed the Merit Cross of the Order of Merit on Ribbon by the Federal Republic of Germany in 2009 in recognition of his contributions towards arts and cultural exchange between Germany and Hong Kong.

榮念曾先生是享譽國際的實驗藝術先驅。他是香港專業實驗藝團「進念·二十面體」創辦人暨聯合藝術總監、香港當代文化中心主席、中華創意產業論壇召集人。榮先生推動跨界藝術創作及藝文政策改革逾30年，為藝文界帶來更廣闊的視野及開創了更多討論和發展空間。他於2009年獲德國聯邦總統頒發德國聯邦十字絲帶勳章，以誌其於推動港德兩地文化交流的貢獻和成就。



**DR THE HONOURABLE ALLAN ZEMAN, GBM, GBS, JP**  
**盛智文博士, GBM, GBS, JP**

Dr Allan Zeman is the 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, 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 the 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 the 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 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.



**THE HONOURABLE TSANG TAK-SING, GBS, JP**  
**SECRETARY FOR HOME AFFAIRS**  
**曾德成先生, GBS, JP**  
**民政事務局局长**

Mr Tsang Tak-sing was appointed 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月被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。



**PROFESSOR THE HONOURABLE K C CHAN, GBS, JP**  
**SECRETARY FOR FINANCIAL SERVICES AND THE TREASURY**  
**陳家強教授, GBS, JP**  
**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, 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。



**THE HONOURABLE PAUL CHAN MO-PO, MH, JP**  
**SECRETARY FOR DEVELOPMENT**  
**陳茂波先生, MH, JP**  
**發展局局长**

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 Legal Aid Services Council; Board Member of 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月被委任為發展局局长。

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。



Senior Management of the West Kowloon Cultural District Authority  
西九文化區管理局管理團隊

- |  |                                    |                                  |                                |                                 |
|--|------------------------------------|----------------------------------|--------------------------------|---------------------------------|
| <b>Mr Kingsley Jayasekera</b><br>Jayasekera 先生 | <b>Mr Michael Randall</b><br>駱基道先生 | <b>Ms Emily Chan</b><br>陳鳳英女士    | <b>Dr Lars Nittve</b><br>李立偉博士 | <b>Dr Chan Man-wai</b><br>陳文偉博士 |
| <b>Mr Louis Yu</b><br>茹國烈先生                    | <b>Ms Eva Kwong</b><br>鄺配嫻女士       | <b>Mr Michael Lynch</b><br>連納智先生 | <b>Ms Bonny Wong</b><br>黃寶兒女士  |                                 |

IV) BIOGRAPHIES OF SENIOR MANAGEMENT



**MR MICHAEL LYNCH CBE AM**  
連納智先生 CBE AM  
CHIEF EXECUTIVE OFFICER  
行政總裁

Mr Lynch joined WKCDA 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。

四) 高級管理人員簡歷



**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 WKCDA 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 United Kingdom and has practised law both in the United Kingdom 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。



**DR LARS NITTVE**  
李立偉博士  
EXECUTIVE DIRECTOR, M+  
M+ 博物館行政總監

Dr Nittve joined WKCDA 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 over 30 years of international experience as a director, curator and educator of the arts, serving at the University of Stockholm, the Rooseum 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，他擔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。李博士擁有超過30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 LOUIS YU KWOK-LIT**  
**茹國烈先生**  
**EXECUTIVE DIRECTOR,**  
**PERFORMING ARTS**  
**表演藝術行政總監**

Mr Yu joined 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 26 years of experience in arts administration and management, Mr Yu was the adviser of the Drama School of the Hong Kong Academy for Performing Arts, 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 & 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26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。



**DR CHAN MAN-WAI**  
**陳文偉博士**  
**EXECUTIVE DIRECTOR,**  
**PROJECT DELIVERY**  
**項目推展行政總監**

Dr Chan joined WKCD in May 2010. He was formerly the Vice President (Projects and Facilities) of the Hong Kong Science and Technology Parks Corporation reporting directly to the CEO. 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，直接向行政總裁匯報。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。



**MS EVA KWONG**  
**鄭配嫻女士**  
**EXECUTIVE DIRECTOR,**  
**HUMAN RESOURCES**  
**人力資源行政總監**

Ms Kwong joined 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 MICHAEL RANDALL**  
**駱基道先生**  
**GENERAL COUNSEL**  
**總法律顧問**

Mr Randall joined 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 most recently was 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，服務臨時機場管理局及前新機場工程統籌處。之後，駱先生曾任九廣鐵路公司高級法律顧問，繼而出任香港鐵路有限公司項目及國際業務首席法律顧問。



**MS EMILY CHAN**  
**陳鳳英女士**  
**CHIEF TECHNOLOGY OFFICER**  
**資訊及通訊科技總監**

Ms Chan joined 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 25 years of experience in IT, and her experience includes more than 15 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25年經驗，曾於全球500強企業中從事超過15年的管理工作。



**MR KINGSLEY JAYASEKERA**  
**DIRECTOR,**  
**COMMUNICATIONS AND MARKETING**  
**傳訊及推廣總監**

Mr Jayasekera joined 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.

Jayasekera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、傳媒、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。他在數碼推廣策略方面有豐富經驗，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。

## B. COMMITTEES AND CONSULTATION PANEL

### I) FUNCTIONS AND CONDUCT OF BUSINESS OF COMMITTEES

Seven Committees, namely Executive Committee, Development Committee, Performing Arts Committee, Museum Committee, Remuneration Committee, Investment Committee and Audit Committee, three subcommittees, namely Interim Acquisition Committee, Exhibition Centre Subcommittee and Information and Communication Technologies Subcommittee, as well as the Consultation Panel are established under the Board.

The Committees and Subcommittees 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. It 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 committees to provide timely steer on overall strategy and planning issues, 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 WKCDA 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 WKCDA. ExCom held seven 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；三個小組委員會，分別為臨時購藏委員會、展覽中心小組委員會以及資訊及通訊科技小組委員會；另外還成立了諮詢會。

委員會及小組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七次會議。

#### 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。

Under this purview, DC held nine meetings to deliberate on the following issues:

#### Procurement and Management of Consultancies

- Design Consultancy for the Park Development
- Consultancy Appointment for the Arts Pavilion
- Theatre Planning and Acoustic Design Consultancy Services for the Black Box Theatre
- Consultancy on Town Planning Board Submission for Plot Ratio Relaxation
- The WKCD Land Grant Consultancy

#### Infrastructure and Interfacing Consultancies

- Consultancy Services Contract for Design and Administration of the Construction of Public Infrastructure Works for Phase I Development of WKCD
- Project Information Management System Application Services Contract for Design and Construction Management of the WKCD Development
- Information and Communications Technology (ICT) Consultancy Services Contract
- Project Management Consultancy Services for M+, Lyric Theatre, District Cooling System, M+ Interfacing Park, Part of the Waterfront Promenade and Common Basement (Phase 1)

#### Implementation

- Short Term Tenancy Matters within the WKCD Site
- Proposed Strategy for Implementing the WKCD Project
- Modified Parcel Configuration and Revised GFA Allocation for the Retail, Dining and Entertainment Facilities in the Artist Square Development Area
- Foundation Works Contract for the Xiqu Centre
- Agreement to Entrust the Railway Development Office of Highways Department to Construct Part of the WKCD Development on Top of the West Kowloon Terminus
- Health and Safety Management System for WKCDA
- Procurement of Construction Insurance

#### Design Competitions

- Adjudication Results of the M+ Design Competition
- Conducting the Design Competition for the Arts Pavilion

因應上述職務範疇，發展委員會舉行了九次會議，處理以下事宜：

#### 聘用及管理顧問公司

- 西九公園發展的設計顧問
- 就小型藝術展館委聘顧問
- 黑盒劇場的劇院規劃和音響設計顧問服務
- 向城市規劃委員會申請放寬地積比率的顧問工作
- 西九批地的顧問

#### 基建及銜接事宜顧問

- 西九第一期發展的公共基礎建設工程之設計與管理顧問服務合約
- 西九發展的設計與建設管理之項目資訊管理系統應用服務合約
- 資訊及通訊科技顧問服務合約
- M+、演藝劇場、區域供冷系統、M+與公園的銜接、部分海濱長廊和公用地庫（第一期）的項目管理顧問服務

#### 實施

- 西九用地的短期租約事宜
- 推展西九項目的策略建議
- 修訂藝術廣場發展區內零售、餐飲和消閒設施的土地配置和修訂總樓面面積分配
- 戲曲中心地基工程合約
- 委託路政署鐵路拓展處建設部分西九龍總站上蓋西九發展項目之協議
- 管理局健康與安全管理制度
- 購買建築保險

#### 設計比賽

- M+設計比賽的評審結果
- 舉辦小型藝術展館設計比賽

### Information and Communication Technologies Subcommittee

The Information and Communication Technologies (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 on-going strategic recommendations on ICT in arts and culture.

During the year, the ICT Subcommittee met once in 2013/14 and endorsed the two consultancy services focused on the ICT infrastructure planning and designing for WKCD.

### Planning and Urban Design Review Panel

Comprising members from DC with expertise in architecture, urban design or property development, the Review Panel is tasked to oversee the detailed planning, design and development process of WKCD and to ensure the overall design integrity for WKCD can be maintained and implemented. The Review Panel also draws on the views of the members from the Performing Arts Committee and the Museum Committee. Two meetings were held during the year to review the urban design of the Xiqu Centre and M+ in relation to the overall design framework of WKCD.

## 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 (PA) venues for approval by the Board. It also recommends to the Board strategies and policies for the operation of the PA venues. Four meetings were held during the year.

To prepare for the operation of the venues starting from 2015/16, PAC discussed and reviewed the Artistic Framework and Partnership Framework for the PA facilities, as well as recommended a governance and management structure for the Xiqu Centre. Construction work for the Xiqu Centre commenced in September 2013 and the Xiqu Centre Advisory Group was established to give recommendation to PAC on the design, business model, governance and management structure of the Xiqu Centre. PAC also discussed and advised on the interim programmes, with the emphasis focusing on capacity building and audience development, organised by WKCDA. The level of activities was increased to pave the way for the opening of the PA venues in the coming years.

### 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。

2013/14年內，資訊及通訊科技小組委員會舉行了一次會議，並通過兩項有關西九資訊及通訊科技基建規劃和設計的顧問服務。

### 規劃及城市設計檢討小組

檢討小組包括來自發展委員會具備建築、城市設計或物業發展專業知識的成員，專責監察西九詳細的規劃、設計和發展過程，並確保西九的整體設計完整性能夠維持和落實。檢討小組亦參考表演藝術委員會和博物館委員會成員的意見。年內，小組舉行了兩次會議，就着西九整體設計框架，檢討戲曲中心和M+的設計。

## 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。

為準備場地於2015/16年起陸續投入運作，委員會討論和檢討了表演藝術場地的藝術定位和夥伴合作架構，以及就戲曲中心的管治及管理架構提出建議。戲曲中心於2013年9月開始動工，戲曲中心顧問小組亦隨之成立，就戲曲中心的設計、業務模式、管治及管理架構向表演藝術委員會提出建議。表演藝術委員會亦討論了管理局於場地落成前舉辦集中於培育人才及開拓觀眾群的節目，並提出意見。節目的水平有所提升，為表演藝術場地於數年後陸續開幕作好準備。

## 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). Two subcommittees, that is, the Exhibition Centre Subcommittee (ECS) and the Interim Acquisition Committee (IAC) were formed under MC.

ECS was set up to advise on the overall strategy for developing EC in the WKCD development, whereas 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 governance structure of M+ being put in place.

During 2013/14, MC met five times and in these five meetings, MC focused on M+'s different policies such as the Collection Management Policy, the proposed M+ governance structure, different programme/exhibition proposals and ideas, and the proposed activities and budgets of M+ for the coming three years. MC also considered and approved the acquisiton proposals recommended by IAC and received regular updates on the outgoing loans on the M+ Collection.

IAC held seven meetings during 2013/14 and in these meetings, IAC approved various acquisitons for the M+ Collection up to a certain specified value limit per purchase and made recommendations on other proposed acquisitions for consideration by MC and/or the Board. Reports on the acquisitions made by the Executive Director of M+ and IAC were made to MC and the Board on a regular basis. MC also received reports from the M+ Management on the latest development of M+ including its manpower plan, the M+ Building and the Arts Pavilion.

## 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 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.

During the financial year, RC held four meetings and had completed major tasks including reviewing the remuneration systems and policies for WKCDA, employment contract renewal of senior executives including the Chief Executive Officer, creation of two senior executive positions, appointment for key positions as well as formulation and update of guidelines on human resources matters.

## 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兩個小組委員會，分別為展覽中心小組委員會及臨時購藏委員會。

展覽中心小組委員會負責建議西九展覽中心的整體發展策略，而臨時購藏委員會則於M+管理架構正式成立前，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。

於2013/14年度，博物館委員會舉行了五次會議，並集中討論M+的不同政策如藏品管理政策、M+管治架構的建議、不同的節目/展覽建議及構思，以及M+未來三年的活動建議及預算。此外，博物館委員亦審批臨時購藏委員會推薦的購藏建議，以及定期備悉M+外借藏品的情況。

臨時購藏委員會於2013/14年度舉行了七次會議，並審批多項M+購藏建議，每項購藏之價值均在特定價值上限之內，另外，臨時購藏委員會亦向博物館委員會及/或董事局推薦其他購藏建議。M+博物館行政總監及臨時購藏委員會定期向博物館委員會及董事局提交購藏報告。此外，M+管理層亦會就M+最新發展向博物館委員會匯報，當中包括人力資源計劃、M+大樓及小型藝術展館等範疇。

## 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制、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。

於本財政年度，薪酬委員會舉行了四次會議，並完成多項重要工作，包括檢討管理局的薪酬制度及政策、高級行政人員包括行政總裁的續聘事宜、設立兩個高級行政人員職位、聘任多個重要職位，以及制訂和更新人力資源指引等事宜。

### Remuneration Systems and Policies

RC endorsed and recommended to the Board the 2014 pay review for all eligible employees to maintain WKCD's competitiveness in attracting and retaining quality professionals in the market.

An independent external consultant was engaged in September 2013 to conduct a professional consultancy review on WKCD's pay structure and level to ensure its relevancy and competitiveness in attracting and retaining talents. The consultancy review report was presented to RC and subsequently to the Board in March 2014.

### Employment Contract Renewal of Senior Executives and Chief Executive Officer

RC reviewed and endorsed the renewal of employment contract and gratuity payment for individual senior executives as proposed by the Chief Executive Officer and reported the outcomes to the Board for information. RC also endorsed and recommended to the Board the employment contract renewal and gratuity payment of the Chief Executive Officer.

### Creation of Senior Executive Positions and Recruitment Related

Given the complexity of the WKCD project and the change of landscape, RC reviewed and endorsed the creation of two senior executive positions of Chief Operating Officer and Chief Technology Officer. RC also endorsed the recruitment board composition for the recruitment of Chief Operating Officer and Executive Director, Finance whose employment contract ended in April 2014.

### Human Resources Policy

To ensure WKCD has proper and effective guidelines to govern and monitor its human resources related activities, RC endorsed a set of revised guidelines for the recruitment and appointment of employees to warrant an open, fair and competitive principle in recruitment. RC also endorsed the provision of additional relocation assistance for eligible non-directorate staff recruited from outside Hong Kong to ensure its effectiveness to recruit, attract and retain quality professionals.

### 薪酬制度及政策

薪酬委員會通過及向董事局建議2014年所有合資格僱員的薪酬檢討，以保持管理局在市場招攬和挽留優秀專才的競爭力。

薪酬委員會於2013年9月委託獨立顧問就管理局的薪酬結構及水平進行專業顧問檢討，確保管理局在招攬和挽留人才方面與市場相近及具備競爭力。有關顧問檢討報告已在2014年3月經薪酬委員會向董事局提交。

### 續聘高級行政人員及行政總裁

薪酬委員會檢討及通過了行政總裁就七位高級行政人員的續聘合約及約滿酬金事宜提出之建議，並向董事局匯報結果。薪酬委員會亦通過了行政總裁的續聘及約滿酬金事宜，並將建議提交董事局考慮。

### 開設高級行政職位及相關招聘事宜

鑑於西九項目的複雜性及配合發展需要，薪酬委員會檢討及通過開設兩個高級行政職位，即營運總裁與資訊及通訊科技總監。薪酬委員會亦通過了招聘營運總裁及財務行政總監（於2014年4月約滿）的遴選委員會成員名單。

### 人力資源政策

為確保管理局有適當和有效的指引以規管及監察其人力資源的相關工作，薪酬委員會通過修訂招聘及委任僱員的指引，持守公開、公平及具競爭力的招聘原則。委員會亦通過修訂為合資格的非總監級海外僱員提供的搬遷資助，以便招聘及吸引優秀專才。

## INVESTMENT COMMITTEE

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

IC held six meetings during the year and considered a total of 33 papers, including those by circulation, and had undertaken major tasks as described below.

### Investment Strategy and Performance Review

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.

### Additional Fund Placement with Hong Kong Monetary Authority (HKMA), Adding New Investment Asset Class and Enhanced Operation of Swap Deposit

Conscious of the need to mitigate investment risk while seeking to maintain a reasonable yield, the Committee endorsed and made recommendation to the Board to make an additional placement with HKMA of HK\$3.8 billion (which included HK\$1.76 billion accrued interest from HKMA existing placement and proceeds from the liquidation of USD Bond Funds) for a term of six years starting in October 2013.

Furthermore, IC endorsed and recommended to the Board the addition of a new asset class (i.e. structured deposits) in May 2013 for yield enhancement and endorsed a revised operation mode to facilitate investments in swap deposits.

### Liquidation of Bond Funds

In view of the increasing risks to bond portfolios arising from both the actual and expected reduction in tapering by the US Federal Reserve, IC determined that it was prudent to liquidate in full the Authority's investments in Bond Funds. This decision reflected both concerns as to effect of potential rises in USD interest rates as regards the funds holdings of US treasuries and also more general concerns as to the possible effects of increasing USD interest rates on such of the funds' portfolios as were invested in emerging markets.

### Bank Review

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

## 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所作的投資。

投資委員會在年內舉行了六次會議及審閱33份包括以傳閱方式提交的文件，並完成下列的主要工作事項：

### 投資策略及表現回顧

投資委員會檢閱管理局投資組合的季度及年度表現，並充分考慮資產配置、現金流預測及目前市場環境。委員會亦通過了投資策略及基金配置作出所需的修訂（如下文所述），並向董事局提出相關建議。

### 增加香港金融管理局（金管局）存款、增加新的投資資產類別及提升掉期存款操作

為了緩減投資風險並同時致力維持合理回報，投資委員會通過增加金管局存款38億港元（包括17.6億港元來自金管局現有存款應計利息及美元債券基金平倉的所得款項），由2013年10月起，為期六年，並向董事局提供相關建議。

此外，投資委員會通過及向董事局建議在2013年5月加入一項新資產類別（即結構性存款）以提高回報，並通過修訂營運模式以便投資於掉期存款。

### 債券基金平倉

鑑於美國聯儲局實際及預期將會逐步縮減量寬規模令債券投資組合風險上升，因此投資委員會認為將管理局的債券基金投資全數平倉屬審慎之舉。有關決定反映了令人關注的事項：就基金所持的美國國庫券而言，美元利率可能上升的影響；以及整體上更為令人關注的事項：美元利率上升可能對投資於新興市場的基金組合所產生的影響。

### 檢討認可銀行

為管理交易對手風險，管理局年內亦兩度檢討管理局的認可銀行名單。



## AUDIT COMMITTEE

The Audit Committee (AC) considers and advises on financial and audit matters of the Authority. AC held three meetings during the year. It considered and recommended the statement of accounts for the year ended 31 March 2013 for approval of the Board.

AC also endorsed the audit strategy and work plan of Internal Audit for 2014 /15 and reviewed reports on internal audit reviews conducted during 2013/14 to evaluate and improve internal controls covering the following operational areas of the Authority:

- Use of single quotations
- Entertainment and overseas duty expenses
- Insurable risks
- Time deposits and investments
- Procurement (focusing on capital projects)
- Museum collections (acquisitions)
- Engagement of business partners for performance and cultural programmes

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

- Guidelines on Operation of Bank Accounts and Related Procedures
- Code of Conduct for Staff of WKCD
- Payment Procedures for Procurement of Goods and Services
- Standing Orders of the AC of WKCD
- Bank Authorized Signatories

## 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 WKCD. CP is currently composed of 19 members 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.

Two CP meetings were held during the reporting year. Issues discussed included naming of the Xiqu Centre, temporary uses of the WKCD Site and the use and management of the Park in WKCD. In addition, a four-member special taskforce led by the CP Chairman Prof John Leong Chi-yan was set up in November 2013. It serves to drive the engagement exercise to gauge public views on how to operate and manage the Park in new and innovative ways to meet the aspirations of the public. The results of the engagement exercise will be used as references for drafting the Park bylaws.

## 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。委員會在年內舉行了三次會議，包括審議截至2013年3月31日止年度的帳目報表，呈交董事局批准。

委員會亦通過2014/15年度的審計策略及內部審計部工作計劃，以及審閱2013/14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：

- 單一報價的使用
- 酬酢和公務外訪開支
- 可保風險
- 定期存款及投資
- 採購（集中於資本項目）
- 博物館藏品（購置館藏）
- 業務夥伴於表演及文化節目的參與

此外，委員會檢討並向董事局作出以下建議：

- 銀行帳戶及相關程序操作指引
- 西九文化區管理局員工行為守則
- 商品及服務採購的付款程序
- 西九文化區管理局審計委員會的會議常規
- 銀行獲授權簽署人

## 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。諮詢會現由19名來自不同界別、具備豐富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。

諮詢會在報告年度舉行了兩次會議，討論事項包括：戲曲中心的命名、西九用地的臨時用途，以及西九公園的使用及管理。此外，諮詢會於2013年11月成立了一個四人專責小組，由諮詢會主席梁智仁教授帶領，負責推展西九公園公眾參與活動，就如何以創新模式營運和管理公園以符合公眾期望，收集市民的意見。有關結果將會作為起草西九公園附例的參考。

## II) MEMBERSHIP LIST

### 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

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

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 Chris IP Ngo-tung  
葉傲冬先生

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

The Honourable Jeffrey LAM Kin-fung, GBS, JP  
林健鋒議員, GBS, JP

Mr Andrew LAM Siu-lo, JP  
林筱魯先生, JP

Professor LEE Chack-fan, GBS, JP  
李焯芬教授, GBS, JP

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

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

The Honourable SIN Chung-kai, SBS, JP  
單仲偕議員, SBS, JP

Professor Jenny SO Fong-suk  
蘇芳淑教授

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

Ms YIP Wing-sie, BBS, JP  
葉詠詩女士, BBS, JP

Mr Danny YUNG Ning-tsun  
榮念曾先生

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

## 二) 成員名單

#### 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: Mr Raymond YOUNG Lap-moon, GBS, JP  
Permanent Secretary for Home Affairs  
民政事務局常任秘書長 楊立門先生, GBS, JP

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, JP  
Permanent Secretary for Development (Works)  
發展局常任秘書長（工務） 韋志成先生, 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  
(since 1 January 2014)  
財經事務及庫務局副局長 劉怡翔先生, JP  
(任期由2014年1月1日起)

Ms Julia LEUNG Fung-yee, SBS, JP  
Under Secretary for Financial Services and the Treasury  
(until 31 December 2013)  
財經事務及庫務局副局長 梁鳳儀女士, SBS, JP  
(任期至2013年12月31日)

#### 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 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

The Honourable SIN Chung-kai, SBS, JP  
Chairman of the Remuneration Committee  
薪酬委員會主席 單仲偕議員, SBS, 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, WKCDA  
西九文化區管理局行政總裁 連納智先生 CBE AM

**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

**MEMBERS 成員****Board Members 董事局成員**

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

Mr Chris IP Ngo-tung  
葉傲冬先生

Mr Andrew LAM Siu-lo, JP  
林筱魯先生, JP

Professor LEE Chack-fan, GBS, JP  
李焯芬教授, GBS, JP

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

The Honourable SIN Chung-kai, SBS, JP  
單仲偕議員, SBS, JP

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

Ms YIP Wing-sie, BBS, JP  
葉詠詩女士, BBS, JP

Mr Danny YUNG Ning-tsun  
榮念曾先生

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 Christopher LAW, JP (since 1 January 2014)  
羅健中先生, JP ( 任期由2014年1月1日起 )

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

Mr LIU Sing-cheong, JP (until 31 December 2013)  
廖勝昌先生, JP ( 任期至2013年12月31日 )

Professor Edward NG Yan-yung  
吳恩融教授

Professor WONG Sze-chun, JP (since 1 January 2014)  
黃仕進教授, JP ( 任期由2014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 Development Bureau  
發展局代表

**Information and Communication Technologies****Subcommittee****資訊及通訊科技小組委員會****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

**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

Dr HUNG Keung (until 31 December 2013)  
洪強博士 ( 任期至2013年12月31日 )

The Honourable Charles Peter MOK  
莫乃光議員

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

**Public Officers 公職人員**

Representative from the 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

**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

Professor LEE Chack-fan, GBS, JP  
李焯芬教授, GBS, JP

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

Professor Jenny SO Fong-suk  
蘇芳淑教授

Ms YIP Wing-sie, BBS, JP  
葉詠詩女士, BBS, JP

Mr Danny YUNG Ning-tsun  
榮念曾先生

**Non-Board Members 非董事局成員**

Mr Benny CHIA Chun-heng, BBS  
謝俊興先生, BBS

Mr Vincent CHOW Wing-shing, BBS, MBE, JP (since 1 January 2014)  
周永成先生, BBS, MBE, JP ( 任期由2014年1月1日起 )

Mr Michael MACLEOD  
麥高德先生

Mr Fredric MAO Chun-fai, BBS  
毛俊輝先生, BBS

Mr Willy TSAO Sing-yuen, BBS  
曹誠淵先生, BBS

Mr Joseph TUNG Yao-chung, JP (since 1 January 2014)  
董耀中先生, JP ( 任期由2014年1月1日起 )

Dr Liza WANG Ming-chun, SBS  
汪明荃博士, SBS

Dr Elvin WONG Chi-chung  
黃志淙博士

**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

**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**

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

Mr Chris IP Ngo-tung  
葉傲冬先生

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

The Honourable SIN Chung-kai, SBS, JP  
單仲偕議員, SBS, JP

Professor Jenny SO Fong-suk  
蘇芳淑教授

**Non-Board Members 非董事局成員**

Mr Johnson CHANG Tsong-zung (since 14 January 2014)  
張頌仁先生 (任期由2014年1月14日起)

Professor David CLARKE (since 14 January 2014)  
祈大衛教授 (任期由2014年1月14日起)

Ms Claire HSU Man-kai  
徐文玠女士

Mr LEUNG Chi-wo  
梁志和先生

Ms LO Kai-yin, SBS  
羅啟妍女士, SBS

Mr David PONG Chun-yee  
龐俊怡先生

Ms Nansun SHI  
施南生女士

Mr Alan WAN Siu-lun  
溫紹倫先生

**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

**Exhibition Centre Subcommittee****展覽中心小組委員會****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**

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, WKCD  
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****Non-Board Members 非董事局成員**

Ms Sabrina FUNG (since 14 January 2014)  
馮美瑩女士 (任期由2014年1月14日起)

Ms Claire HSU Man-kai  
徐文玠女士

Dr KAN Tai-keung, SBS (since 14 January 2014)  
靳埭強博士, SBS (任期由2014年1月14日起)

Mr LEUNG Chi-wo  
梁志和先生

Mr Vincent LO Wing-sang, BBS, JP (since 14 January 2014)  
羅榮生先生, BBS, JP (任期由2014年1月14日起)

Ms Ellen PAU (since 14 January 2014)  
鮑藹倫女士 (任期由2014年1月14日起)

Mr David PONG Chun-yee  
龐俊怡先生

Ms Nansun SHI  
施南生女士

**Remuneration Committee****薪酬委員會****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

The Honourable Jeffrey LAM Kin-fung, GBS, JP  
林健鋒議員, GBS, JP

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

Mr Danny YUNG Ning-tsun  
榮念曾先生

**Non-Board Members 非董事局成員**

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  
夏佳理先生, GBM, GBS, JP

The Honourable SIN Chung-kai, SBS, JP  
單仲偕議員, SBS, 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 Clifford CHIU (since 22 April 2013)  
邱令智先生 (任期由2013年4月22日起)

Mr CHUA Sue-wan (since 22 April 2013)  
蔡思遠先生 (任期由2013年4月22日起)

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

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  
民政事務局代表

**Audit Committee****審計委員會****CHAIRMAN 主席**

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

**MEMBERS 成員**Board Members 董事局成員

Mr Andrew LAM Siu-lo, JP  
林筱魯先生, JP

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  
羅志聰先生

**Consultation Panel****諮詢會****CHAIRMAN 主席**

Professor John LEONG Chi-yan, SBS, OBE, JP  
梁智仁教授, SBS, OBE, 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  
鄭志明先生

Mr HUNG Chiu-wah  
孔昭華先生

Dr HUNG Keung  
洪強博士

Ms KO Po-ling, BBS, MH, JP  
高寶齡女士, BBS, MH, JP

Mr Bankee KWAN Pak-hoo  
關百豪先生

Ms Ida LAM Choi-chu  
林彩珠女士

Mr LAM Ying-kit  
林英傑先生

Mr William LEUNG Wing-cheung, BBS, JP  
梁永祥先生, BBS, JP

Dr MAN Ying-ling  
文英玲博士

The Honourable Charles Peter MOK  
莫乃光議員

Mr TAI Hay-lap, BBS, JP  
戴希立先生, BBS, JP

The Honourable Paul TSE Wai-chun, JP  
謝偉俊議員, JP

Dr John TSE Wing-ling, MH  
謝永齡博士, MH

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  
邱榮光博士, JP

# REPORT OF THE MEMBERS OF THE BOARD

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 from 1 April 2013 to 31 March 2014.

## THE 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). 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 2013 and up to the date of this report are set out on page 77.

## PRINCIPAL ACTIVITIES

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

## STATEMENT OF ACCOUNTS

The result of WKCD for the year from 1 April 2013 to 31 March 2014 and the state of affairs of the WKCD as of 31 March 2014 are set out in the statement of accounts on pages 88 to 118.

## TRANSFER TO RESERVES

WKCD's profit of HK\$577 million (2013: HK\$798 million) has been transferred to reserves. Other movements in reserves are set out in the statement of changes in equity.

# 董事局報告書

董事局成員欣然提呈西九文化區管理局（「管理局」）於2013年4月1日至2014年3月31日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

董事局成員自2013年4月1日起至本報告之日止的成員名單載列於第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、營運及維持西九的文化藝術設施、相關設施或附屬設施。

## 帳目報表

管理局於2013年4月1日至2014年3月31日年度之業績及於2014年3月31日的財務狀況詳列於第88頁至第118頁之帳目報表。

## 撥入儲備的款項

管理局的利潤共5.77億港元（2013年：7.98億港元）已撥入儲備內。儲備的其他變動見權益變動表。

## 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 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 WKCD for the last five years is set out on page 119 of the Annual Report.

## BOARD MEMBERS' INTERESTS IN CONTRACTS

No contract of significance, to which 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 from 1 April 2013 to 31 March 2014.

## AUDITOR

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

By order of the Board  
承董事局命



## Mrs Carrie Lam Cheng Yuet-ngor, GBS, JP

Chairman of the Board of West Kowloon Cultural District Authority  
**林鄭月娥女士, GBS, JP**  
西九文化區管理局董事局主席

Hong Kong, 27 June 2014  
2014年6月27日於香港

## 物業、廠房及設備、博物館藏品及無形資產

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

## 資金

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

## 財務概要

管理局過去五個財政年度的財務業績及資產淨值 / 權益概要詳列在本年報第119頁。

## 董事局成員之合約權益

在此年終或於2013年4月1日至2014年3月31日年度內任何時間，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。

## INDEPENDENT AUDITOR'S REPORT



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

We have audited the statement of accounts of the West Kowloon Cultural District Authority (the "Authority") set out on pages 88 to 118, which comprises the balance sheet as at 31 March 2014, 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.

### 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.

### 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.

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.

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.

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

## 獨立核數師報告

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

**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)

本核數師(以下簡稱「我們」)已審核列載於第88至118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2014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。

### 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。

### 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。

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。

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。

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。

**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)

### 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 2014 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, 27 June 2014

**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)

### 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2014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, 2014年6月27日

**柯銘樞**  
執業牌照碼: P04786

## STATEMENT OF ACCOUNTS

## 帳目報表

## PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2014

## 損益表

截至2014年3月31日止年度

	Note	2014	2013
	附註	HK\$'000	HK\$'000
		港幣千元	港幣千元
<b>Income</b>			
<b>Income</b>			
Income from placements with the Hong Kong Monetary Authority		594,592	613,358
Bank interest income		249,452	285,960
Other investment (loss) / income	3	(23,889)	18,754
Net fair value gain on forward foreign exchange contracts	12 (c)	56,240	-
Net exchange (losses) / gains		(66,316)	72,028
Other income		11,393	4,920
		<b>821,472</b>	<b>995,020</b>
<b>Expenses</b>			
<b>Expenses</b>			
Staff costs	4	(83,790)	(67,169)
Other operating expenses	7	(160,762)	(130,103)
		<b>(244,552)</b>	<b>(197,272)</b>
<b>Profit for the year</b>		<b>576,920</b>	<b>797,748</b>

The notes on pages 95 to 118 form part of the statement of accounts.

第95至第118頁的附註屬本帳目報表的一部分。

## STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 MARCH 2014

## 全面收益表

截至2014年3月31日止年度

	2014	2013
	HK\$'000	HK\$'000
	港幣千元	港幣千元
<b>Profit for the year</b>	<b>576,920</b>	797,748
<b>Other comprehensive income</b>	<b>其他全面收益</b>	
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	
	<b>121</b>	-
<b>Total comprehensive income for the year</b>	<b>年度全面收益總額</b>	<b>797,748</b>

The notes on pages 95 to 118 form part of the statement of accounts.

第95至第118頁的附註屬本帳目報表的一部分。

**BALANCE SHEET**

AS AT 31 MARCH 2014

**資產負債表**

於2014年3月31日

	Note	2014 HK\$'000 港幣千元	2013 HK\$'000 港幣千元
	附註		
<b>Non-current assets</b>			
Property, plant and equipment	9	480,900	67,256
Museum collections	10	256,616	187,860
Intangible assets	11	6,437	4,627
Placements with the Hong Kong Monetary Authority	12(a)	14,539,548	11,900,956
Fund investments	12(b)	-	708,836
Other financial assets	13	10,109	9,986
Time deposit with maturity over one year		-	99,870
Bank interest receivables		-	108
		<b>15,293,610</b>	12,979,499
<b>Current assets</b>			
Other financial assets	13	-	420,022
Bank interest receivables		101,391	177,924
Income receivables from other financial assets		171	2,820
Other receivables, prepayments and deposits	14	21,772	19,731
Forward foreign exchange contracts	12(c)	50,189	-
Time deposits with original maturities over three months		9,088,116	10,346,180
Cash and cash equivalents	15	5,083	3,024
		<b>9,266,722</b>	10,969,701
<b>Current liabilities</b>			
Payables and accruals	16	90,476	56,813
<b>Net current assets</b>		<b>9,176,246</b>	10,912,888
<b>Total assets less current liabilities</b>		<b>24,469,856</b>	23,892,387
<b>Non-current liabilities</b>			
Accrued contract gratuity		4,225	3,797
<b>Net assets</b>		<b>24,465,631</b>	23,888,590

**BALANCE SHEET (CONTINUED)**

AS AT 31 MARCH 2014

**資產負債表 (續)**

於2014年3月31日

	Note	2014 HK\$'000 港幣千元	2013 HK\$'000 港幣千元
	附註		
<b>Equity</b>	17		
Capital - Endowment from the Government of HKSAR		21,600,000	21,600,000
Reserves		2,865,631	2,288,590
		<b>24,465,631</b>	23,888,590

Approved and authorised for issue by the Board of the Authority on 27 June 2014.



**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

董事局於2014年6月27日核准並許可發出。



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

The notes on pages 95 to 118 form part of the statement of accounts.

第95至第118頁的附註屬本帳目報表的一部分。



**STATEMENT OF CHANGES IN EQUITY**  
 FOR THE YEAR ENDED 31 MARCH 2014

**權益變動表**  
 截至2014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	<b>Total</b> <b>總計</b> <b>HK\$'000</b> <b>港幣千元</b>
Balance at 1 April 2012	於2012年4月1日的結餘	21,600,000	-	1,490,842	<b>23,090,842</b>
Profit and total comprehensive income for the year	年度利潤及全面收益總額	-	-	797,748	<b>797,748</b>
Balance at 31 March 2013	於2013年3月31日的結餘	21,600,000	-	2,288,590	<b>23,888,590</b>
Profit for the year	年度利潤	-	-	576,920	<b>576,920</b>
Other comprehensive income	其他全面收益				
Changes in fair value of available-for-sale investments	可供出售投資之公允價值變動	-	121	-	<b>121</b>
Total comprehensive income for the year	年度全面收益總額	-	121	576,920	<b>577,041</b>
<b>Balance at 31 March 2014</b>	<b>於2014年3月31日的結餘</b>	<b>21,600,000</b>	<b>121</b>	<b>2,865,510</b>	<b>24,465,631</b>

The notes on pages 95 to 118 form part of the statement of accounts.

第95至第118頁的附註屬本帳目報表的一部分。

**CASH FLOW STATEMENT**  
 FOR THE YEAR ENDED 31 MARCH 2014

**現金流轉表**  
 截至2014年3月31日止年度

	Note 附註	<b>2014</b> <b>HK\$'000</b> <b>港幣千元</b>	2013 HK\$'000 港幣千元
<b>Operating activities</b>			
Profit for the year		<b>576,920</b>	797,748
Adjustments for:			
Depreciation and amortisation		<b>7,045</b>	5,302
Income from placements with the Hong Kong Monetary Authority		<b>(594,592)</b>	(613,358)
Bank interest income		<b>(249,452)</b>	(285,960)
Net fair value gain on forward foreign exchange contracts		<b>(56,240)</b>	-
Other investment loss / (income)		<b>23,889</b>	(18,754)
Net exchange losses / (gains)		<b>66,316</b>	(72,028)
Changes in working capital:			
Increase in other receivables, prepayments and deposits		<b>(2,041)</b>	(6,562)
Increase in payables and accruals		<b>33,663</b>	11,274
Increase / (decrease) in accrued contract gratuity		<b>428</b>	(2,142)
<b>Net cash used in operating activities</b>		<b>(194,064)</b>	(184,480)
<b>Investing activities</b>			
Purchases / Construction of property, plant and equipment and intangible assets		<b>(422,499)</b>	(67,910)
Purchases of museum collections		<b>(68,756)</b>	(187,860)
Placement with the Hong Kong Monetary Authority		<b>(2,044,000)</b>	-
Purchases of fund investments		<b>(162,206)</b>	(700,044)
Proceeds from disposal of fund investments		<b>837,033</b>	-
Purchases of other financial assets		-	(9,982)
Proceeds from sale or redemption of other financial assets		<b>424,863</b>	-
Net receipt from / (placement of) time deposits with original maturities over three months		<b>1,293,110</b>	(39,050)
Interest received		<b>333,191</b>	216,483
Dividends received from fund investments		<b>4,942</b>	-
<b>Net cash inflow / (outflow) from investing activities</b>		<b>195,678</b>	(788,363)
<b>Net increase / (decrease) in cash and cash equivalents</b>		<b>1,614</b>	(972,843)
<b>Cash and cash equivalents at beginning of year</b>		<b>3,024</b>	975,611
Effect of exchange rate changes		<b>445</b>	256
<b>Cash and cash equivalents at end of year</b>		<b>5,083</b>	3,024

**CASH FLOW STATEMENT (CONTINUED)**  
FOR THE YEAR ENDED 31 MARCH 2014

**現金流轉表 (續)**  
截至2014年3月31日止年度

**Major non-cash transaction:**

During the year, the Authority entered into the following non-cash transactions with the Hong Kong Monetary Authority (the "HKMA"):

(i) The Authority made an additional placement with the HKMA by utilizing 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.

(ii) The Authority did not withdraw but reinvested the interest income of HK\$612 million (2013: HK\$623 million) which was earned from the placements with the HKMA for January to December 2013. The interest amount will be repaid by the HKMA together with the principal amount on the maturity dates in 2016 or 2019 unless the Authority gives notice to the HKMA for withdrawal of the interest amount prior to maturity dates.

**主要非現金交易:**

於本年度，管理局與香港金融管理局（「金管局」）進行了以下非現金交易：

(i) 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金管局新增的存款，為期6年並於2019年到期。

(ii) 管理局並無提取其在金管局存款於2013年1月至12月所賺取的6億1千2百萬港元利息（2013：6億2千3百萬港元），而全數再投資於金管局存款。除非管理局於到期日前通知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。

The notes on pages 95 to 118 form part of the statement of accounts.

第95至第118頁的附註屬本帳目報表的一部分。

**NOTES TO THE STATEMENT OF ACCOUNTS**  
FOR THE YEAR ENDED 31 MARCH 2014

**帳目報表附註**  
截至2014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 (the "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. Related land grants 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 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 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，管理局負責西九文化區的藝術文化設施、相關設施或附屬設施之規劃、發展、營運及維持。

行政長官會同行政會議已於2013年1月8日核准西九文化區發展圖則。該核准圖提供一個法定土地用途規劃大綱，為西九文化區內的發展及重建計劃提供指引。相關批地程序正在處理中。

**2. 主要會計政策**

**(a) 合規聲明**

本帳目報表是按照香港會計師公會頒佈的所有通用的《香港財務報告準則》（此統稱包含所有適用的個別《香港財務報告準則》、《香港會計準則》和《詮釋》）及《西九文化區管理局條例》之規定編製。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」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、估計和假設會對應用會計政策，以及對資產、負債、收入和支出的報告數額構成影響。這些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。如果對會計估計的修訂只是影響某一年度，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。

## NOTES TO THE STATEMENT OF ACCOUNTS 帳目報表附註

## 2. Significant accounting policies (Continued)

## (b) Basis of preparation (Continued)

(i) Standards, amendments and interpretations which are effective on or after 1 April 2013

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 1, Presentation of financial statements – Presentation of items of other comprehensive income

The amendments require entities to present the items of other comprehensive income that would be reclassified to profit or loss in the future separately from those that would never be reclassified to profit or loss. The presentation of other comprehensive income in the statement of other comprehensive income has been modified accordingly.

Further, these amendments change the title for the “statement of comprehensive income” to the “statement of profit or loss and other comprehensive income”. However, HKAS 1 retains the option to use titles for the statement other than those used in HKAS 1. The Authority continues to use the “profit and loss account” and “statement of comprehensive income” instead of the “statement of profit or loss and other comprehensive income”.

- HKFRS 13, Fair value measurement

HKFRS 13 replaces existing guidance in individual HKFRS with a single source of fair value measurement guidance. HKFRS 13 also contains extensive disclosure requirements about fair value measurements for both financial instruments and non-financial instruments. Apart from the additional disclosures about fair value measurements for the current year, the application of the new standard does not have any material impact on the amounts recognised.

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

The following standard, which is relevant to the Authority, has been published and is mandatory for accounting years of the Authority beginning on or after 1 April 2014 or later years and has not been early adopted:

- HKFRS 9, Financial instruments
- HKAS 32, Financial instruments: Presentation

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

## 2. 主要會計政策（續）

## (b) 編製基準（續）

(i) 於2013年4月1日或之後生效的準則、修改和詮釋

香港會計師公會已發佈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1號之修訂「財務報表之呈列 – 其他全面收益項目之呈列」

該修訂要求實體把將來會被重新分類至損益表的其他全面收益項目，與不予重新分類至損益表之項目分開呈列。於全面收益表中的其他全面收益之呈列已作出相應修改。

此外，此等修訂將「全面收益表」的標題變更為「損益及其他全面收益表」。然而，香港會計準則第1號保留可就帳目報表選擇使用香港會計準則第1號所使用標題以外之標題。管理局繼續使用「損益表」及「全面收益表」而沒有選用「損益及其他全面收益表」。

- 香港財務報告準則第13號「公允價值計量」

香港財務報告準則第13號以單一公允價值計量的指引來取締在個別香港財務報告準則的現有指引。香港財務報告準則第13號亦就金融工具及非金融工具的公允價值計量載述廣泛的披露要求。除已載於帳目報表有關本年度公允價值計量之額外披露規定外，應用新準則並未對已確認之帳目構成任何重大影響。

(ii) 仍未生效的準則、修改和詮釋

以下為與管理局有關之已公佈的準則，管理局必須在2014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：

- 香港財務報告準則第9號，金融工具
- 香港會計準則第32號，金融工具：呈報

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

## NOTES TO THE STATEMENT OF ACCOUNTS 帳目報表附註

## 2. Significant accounting policies (Continued)

## (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.

(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:

Motor vehicle	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 until they are completed and available for their intended use.

The estimated useful life of an asset is reviewed annually.

Gains or losses arising from the retirement or disposal of an item of property, plant and equipment are determined as the difference between the net disposal proceeds and the carrying amount of the item and are 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

(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計量（「功能貨幣」）。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。

(ii) 交易及結餘

外幣交易概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以及將外幣計值的貨幣資產和負債以年終匯率折算產生的匯兌收益和虧損在損益表確認。

## (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中。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財政年度內於損益表支銷。

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：

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地盤的初期估計成本。當絕大部分令資產可作其擬定用途的活動完成後，該成本資本化將會終止，而有關資產會轉入物業、廠房及設備。

在建工程在完工及可投入使用前不計提折舊。

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。

## NOTES TO THE STATEMENT OF ACCOUNTS

## 帳目報表附註

**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
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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 until the software development is completed and available for its intended use.

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

**(g) Investments**

The Authority classified its investments as (i) financial assets at fair value through profit or loss, (ii) held-to-maturity investments, or (iii) available-for-sale investments.

**(i) Financial assets at fair value through profit or loss**

The Authority has designated the placements with the Hong Kong Monetary Authority (the "HKMA"), investments in bond funds ("fund investments") and forward foreign exchange contracts as "financial assets at fair value through profit or loss". The Authority determines the classification of its financial assets at initial recognition, and such classification depends on the purpose for which the financial assets are acquired.

**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，除非發現藝術品有損壞或變質才會進行減值評估。

**(f) 無形資產**

無形資產在資產負債表內按歷史成本減去累計攤銷及減值準備列帳。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期內按直線法進行攤銷如下：

電腦軟體、使用權及系統	3 年
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在發展中的電腦軟體、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。當絕大部分令資產可作其擬定用途的活動完成後，該成本資本化將會終止，有關資產會轉入無形資產。

在發展中的電腦軟體、使用權及系統將不會進行攤銷，直到完成軟體發展及可用於其指定用途止。

無形資產的預計可使用年期於每年予以檢討。

**(g) 投資**

管理局將其投資分類為(i)以公允價值計量且其變動計入損益的金融資產，(ii)持有至期滿的投資或(iii)可供出售投資。

**(i) 以公允價值計量且其變動計入損益的金融資產**

管理局指定香港金融管理局（「金管局」）存款、基金投資及遠期外匯合約為「以公允價值計量且其變動計入損益的金融資產」。管理局在初始確認金融資產時決定其分類，此分類取決於購入該金融資產的目的。

## NOTES TO THE STATEMENT OF ACCOUNTS

## 帳目報表附註

**2. Significant accounting policies (Continued)****(g) Investments (Continued)****(i) Financial assets at fair value through profit or loss (Continued)**

Financial assets 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 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 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 at fair value through profit or loss are subsequently carried at fair value. Changes in fair value of financial assets at fair value through profit or loss are recognised in the profit and loss account in the year in which they arise.

**(ii) Held-to-maturity investments**

Held-to-maturity investments represent non-derivative financial assets with fixed maturities that the Authority has the positive intention and ability to hold to maturity. They are initially recognised at fair value plus transaction costs that are directly attributable to the acquisition of the securities. They are subsequently stated in the balance sheet at amortised cost less impairment losses. Amortised cost is calculated using effective interest method by taking into account any discount or premium on acquisition over the period to maturity. Held-to-maturity investments are recognised or derecognised on the date the Authority commits to purchase or sell the investment or they expire.

Held-to-maturity investments are included in non-current assets, except for those with maturities less than 12 months from the balance sheet date, which are classified as current assets.

Held-to-maturity investments are reclassified to available-for-sale investments if during the current financial year or during the two preceding financial years, more than an insignificant amount of held-to-maturity investments before maturity were sold other than sales or reclassifications that:

- (1) are so close to maturity or the financial asset's call date that changes in the market rate of interest would not have a significant effect on the financial asset's fair value;
- (2) occur after the Authority has collected substantially all of the financial asset's original principal through scheduled payments or prepayments; or
- (3) are attributable to an isolated event that is beyond the Authority's control, is non-recurring and could not have been reasonably anticipated by the Authority.

**2. 主要會計政策 (續)****(g) 投資 (續)****(i) 以公允價值計量且其變動計入損益的金融資產 (續)**

以公允價值計量且其變動計入損益的金融資產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在初始時按公允價值確認，而交易成本則在損益表支銷。當收取現金流量的權利已到期或已轉讓並且管理局已實質上將所有風險和報酬的擁有權已轉讓時，金融資產即終止確認。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的公允價值變動在產生的年度於損益表確認。

**(ii) 持有至期滿的投資**

持有至期滿的投資是指到期日固定，且管理局有明確意圖和能力持有至到期日的非衍生金融資產。該投資初始確認金額乃公允價值加以購買證券之直接相關交易費用，其後該投資在資產負債表以攤銷成本扣除減值虧損列帳。所計算之攤銷成本按實際利率法已計算直至到期日止之期間的任何購買折讓或溢價。持有至期滿的投資在管理局承諾購買時被確認，在出售或到期時被終止確認。

持有至期滿的投資被列示為非流動資產，除非其到期日是在資產負債表結帳日12個月內，則被列示為流動資產。

除了因以下情況而出售或重新分類外，如於本財政年度或於前兩個財政年度，於到期日前出售多於不重大金額之持有至期滿的投資，持有至期滿的投資須重新分類為可供出售投資：

- (1) 相當接近到期日或金融資產贖回日，在此情況下，市場利率之變動將不會對金融資產的公允價值有重大影響；
- (2) 於管理局已透過定期償付或提前還款方式收回絕大部分金融資產的初始本金後發生；或
- (3) 屬於一個超出管理局能夠控制，非經常性及管理局不能合理地預期的個別事件所致。

NOTES TO THE STATEMENT OF ACCOUNTS	帳目報表附註
<b>2. Significant accounting policies (Continued)</b>	<b>2. 主要會計政策 (續)</b>
<b>(g) Investments (Continued)</b>	<b>(g) 投資 (續)</b>
(iii) Available-for-sale investments	(iii) 可供出售投資
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. 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.	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分類的非衍生金融工具。可供出售投資最初按公允價值列帳。如可供出售投資具固定或可釐定付款金額以及並不是沒有設定持有期限，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，直至該等投資被出售、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。
Investments are recognised/derecognised on the date the Authority commits to purchase or sell the investments or they expire.	可供出售投資在管理局承諾購買時被確認，在出售或到期時被終止確認。

#### **(h) 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.

#### **(i) Leases**

Leases are classified as finance leases 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.

#### **(j) 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.

NOTES TO THE STATEMENT OF ACCOUNTS	帳目報表附註
<b>2. Significant accounting policies (Continued)</b>	<b>2. 主要會計政策 (續)</b>
<b>(j) Impairment of assets (Continued)</b>	<b>(j) 資產減值 (續)</b>
(i) Property, plant and equipment, intangible assets and museum collections (Continued)	(i) 物業、廠房及設備、無形資產及博物館藏品 (續)
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.	如果出現任何這類跡象，管理局便會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。
<ul style="list-style-type: none"> <li>Calculation of recoverable amount</li> </ul>	<ul style="list-style-type: none"> <li>計算可收回數額</li> </ul>
The recoverable amount of the assets 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.	資產的可收回數額是其淨售價與使用價值兩者中的較高額。在評估使用價值時，資產的預計未來現金流量會按照能反映當時市場對貨幣時間值和資產特定風險的評估的稅前貼現率，貼現至其現值。如果資產所產生的現金流入基本上並非獨立於其他資產所產生的現金流入，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。
<ul style="list-style-type: none"> <li>Reversal of impairment losses</li> </ul>	<ul style="list-style-type: none"> <li>轉回減值虧損</li> </ul>
An impairment loss is reversed if there has been a positive change in the estimates used to determine the recoverable amount.	如果用以釐定可收回數額的估計數額出現正面的變化，有關的減值虧損便會轉回。
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.	所轉回的減值虧損僅限於在過往年度倘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中。
(ii) Available-for-sale investments	(ii) 可供出售投資
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.	於每個資產負債表結帳日會檢視可供出售投資是否存在減值的客觀證據。如存在此等證據，公允價值儲備內確認之累積虧損需重新分類至損益表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。
Impairment losses in respect of available-for-sale 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.	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，有關的可供出售投資減值虧損會於損益表轉回。
(iii) Bank interest receivables and other receivables, prepayments and deposits	(iii) 應收銀行利息及其他應收款、預付帳款及押金
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.	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部金額，便需要設立呆壞帳減值準備。呆壞帳減值準備之金額是金融資產的帳面金額與以實際利率折現的所估計未來現金流現值之差額計算。呆壞帳減值準備在損益表被確認。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金額不得高於倘並未確認減值時之攤銷成本。

## NOTES TO THE STATEMENT OF ACCOUNTS

## 帳目報表附註

## 2. Significant accounting policies (Continued)

## (k) 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.

## (l) Payables and accruals

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.

## (m) 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 fund investments is recognised when the right to receive the dividend is established.

Changes in fair value of the placements with the HKMA, fund investments and forward foreign exchange contracts, which are designated as "financial assets 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.

## (n) Employee benefits

Salaries, contract end gratuity and annual leave entitlements are accrued in the year in which the employees render the associated services.

Contributions to Mandatory Provident Fund ("MPF") schemes are charged as expenditure on an accrual basis in the year in which the related employees render the associated services.

## (o) 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)

## (k) 現金及現金等價物

現金及現金等價物乃短期流動性高的投資，其能容易地轉為既定金額之現金而其價值之變動之風險很低。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。

## (l) 應付款及應計帳款

應付款及應計帳款首次確認時按公允價值入帳，其後以實際利率按攤銷成本入帳；如果貼現計算的影響並不重大，則按成本入帳。

## (m) 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。

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」的金融資產，基金投資及遠期外匯合約之收入乃按其公允價值於該年度之變動在損益表被確認為收入 / 虧損。

## (n) 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。

## (o) 準備金及或有負債

如果管理局須就已發生的事件承擔一個在時間或數額上不確定的法律或推定責任，而可能須有含經濟效益的資源外流以結清其責任且數額能可靠估計時，便會在資產負債表中計提準備金。如果貨幣時間值重大，則按預計所需支出的現值計提準備金。

如果含有經濟效益的資源外流的可能性較低，或無法對有關數額作出可靠的估計，便會將該責任披露為或有負債，除非資源外流的可能性極低。如果可能產生之責任須視乎某宗或多宗未來事件是否發生才能確定是否存在，亦會披露為或有負債，除非資源外流的可能性極低。

## NOTES TO THE STATEMENT OF ACCOUNTS

## 帳目報表附註

## 3. Other investment (loss) / income

## 3. 其他投資 (虧損) / 收入

	2014 HK\$'000 港幣千元	2013 HK\$'000 港幣千元
Fund investments		
Dividend income from fund investments	4,942	-
Net fair value (loss) / gain on fund investments	<u>(33,092)</u>	8,105
	<u>(28,150)</u>	8,105
Bond investments		
Interest income from held-to-maturity investments	4,365	10,649
Interest income from available-for-sale investments	157	-
Net losses on disposal of held-to-maturity investments	<u>(261)</u>	-
	<u>4,261</u>	10,649
	<u>(23,889)</u>	18,754

## 4. Staff costs

## 4. 員工成本

Staff costs for employees directly hired by the Authority and seconded staff from the Government of HKSAR are as follows:

管理局直接聘請的僱員和香港特別行政區政府調派的員工之成本如下：

	2014 HK\$'000 港幣千元	2013 HK\$'000 港幣千元
Salaries, allowances and other benefits	121,659	97,028
Contributions to MPF schemes	<u>1,986</u>	1,525
Total staff costs	<u>123,645</u>	98,553
Less: Direct staff costs capitalised into construction in progress (Note 2(d))	<u>(39,855)</u>	(31,384)
	<u>83,790</u>	67,169
Representing:		
Salaries, allowances and other benefits	82,426	66,120
Contributions to MPF schemes	<u>1,364</u>	1,049
	<u>83,790</u>	67,169

## 5. Board / Committee / Consultation Panel members' remuneration

## 5. 董事局 / 委員會 / 諮詢委員會成員酬金

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.

董事局及其下委員會以及諮詢委員會之主席及成員向管理局提供的服務並不收取任何酬金。

## NOTES TO THE STATEMENT OF ACCOUNTS

## 帳目報表附註

## 6. Senior executives' remuneration

## 6. 高層管理人員酬金

Remuneration received and receivable by the senior executives during the years ended 31 March 2014 and 31 March 2013 are as follows:

截至2014年3月31日止年度及截至2013年3月31日止年度高層管理人員已收取及應收之酬金如下：

		Chief Executive Officer ("CEO") 行政總裁	Other senior executives (note) 其他高層管理人員 (註解)	Total 總計
		HK\$'000 港幣千元	HK\$'000 港幣千元	HK\$'000 港幣千元
<b>2014</b>				
Salaries / Other allowances	薪酬 / 其他津貼	5,333	19,116	24,449
Contract gratuity	約滿酬金	1,050	2,587	3,637
Contributions to MPF schemes	強積金計劃供款	15	109	124
		<u>6,398</u>	<u>21,812</u>	<u>28,210</u>
<b>2013</b>				
Salaries / Other allowances	薪酬 / 其他津貼	5,346	18,601	23,947
Contract gratuity	約滿酬金	1,058	2,670	3,728
Contributions to MPF schemes	強積金計劃供款	10	117	127
		<u>6,414</u>	<u>21,388</u>	<u>27,802</u>

Note:

Other senior executives comprise Director, Chief Executive Officer's Office; Chief Technology Officer\*; Executive Director, Communications & Marketing\*\*; Executive Director, Finance; Executive Director, Human Resources; Executive Director, M+; Executive Director, Performing Arts; Executive Director, Project Delivery and General Counsel.

\* The Chief Technology Officer was appointed in March 2014. The remuneration covered the period from 3 March 2014 to 31 March 2014.

\*\* The position has been vacant since 2 August 2013. The remuneration covered the period from 1 April 2013 to 1 August 2013.

註解：

其他高層管理人員分別為行政總裁辦公室總監、資訊及通訊科技總監\*、傳訊及推廣行政總監\*\*、財務行政總監、人力資源行政總監、M+行政總監、表演藝術行政總監、項目推展行政總監及總法律顧問。

\* 資訊及通訊科技總監於2014年3月獲委任。該職位的酬金涵蓋日期為2014年3月3日至2014年3月31日。

\*\* 該職位自2013年8月2日懸空。該職位的酬金涵蓋日期為2013年4月1日至2013年8月1日。

The remuneration of the senior executives are shown in the ranges as follows:

高層管理人員之酬金範圍如下：

		2014 Number of individuals 人數	2013 Number of individuals 人數
HK\$6,000,001 - HK\$6,500,000	6,000,001港元 - 6,500,000港元	1	1
HK\$4,500,001 - HK\$5,000,000	4,500,001港元 - 5,000,000港元	-	-
HK\$3,000,001 - HK\$3,500,000	3,000,001港元 - 3,500,000港元	3	2
HK\$2,500,001 - HK\$3,000,000	2,500,001港元 - 3,000,000港元	3	3
HK\$2,000,001 - HK\$2,500,000	2,000,001港元 - 2,500,000港元	1	3
HK\$2,000,000 or below	2,000,000港元或以下	<u>2</u>	-
		<u>10</u>	<u>9</u>

## NOTES TO THE STATEMENT OF ACCOUNTS

## 帳目報表附註

## 7. Other operating expenses

## 7. 其他營運費用

		2014 HK\$'000 港幣千元	2013 HK\$'000 港幣千元
Programming and activities costs	節目和活動費用	25,799	31,152
Consultancy fees (note a)	顧問費用 (註解a)	48,549	40,741
Operating lease payments	營運租賃費用	18,209	13,615
Site facility management	場地設施管理	15,847	7,665
Depreciation and amortisation	折舊及攤銷	7,045	5,302
Audit fee	核數師酬金	94	90
Others (note b)	其他 (註解b)	45,219	31,538
		<u>160,762</u>	<u>130,103</u>

Notes:

(a) The Authority has entered into a number of consultancy contracts, of which around HK\$36.7 million (2013: HK\$27.2 million) relating to project development was expensed in the year.

(b) Others expenses included mainly storage and conservation facilities costs for museum collections, advertising and promotion expenses and recruitments costs.

註解：

(a) 管理局簽訂了多份顧問合同，其中有關項目發展約3千6百7拾萬港元（2013：2千7百2拾萬港元）已於本年度入帳為支出。

(b) 其他支出主要包括博物館藏品儲存及保藏設施，廣告及公關費用及招聘成本。

## 8. Taxation

## 8. 稅項

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.

根據《西九文化區管理局條例》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《西九文化區管理局條例》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。

## NOTES TO THE STATEMENT OF ACCOUNTS

## 帳目報表附註

## 9. Property, plant and equipment

## 9. 物業、廠房及設備

		Motor vehicle 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
<b>2014</b>						
<b>Cost</b>	<b>成本</b>					
At 1 April 2013	於2013年4月1日	496	10,670	5,404	60,332	<b>76,902</b>
Additions	增置	-	75	879	417,663	<b>418,617</b>
Transfers	轉撥	-	554	242	(796)	-
At 31 March 2014	於2014年3月31日	496	11,299	6,525	477,199	<b>495,519</b>
<b>Accumulated depreciation</b>	<b>累計折舊</b>					
At 1 April 2013	於2013年4月1日	239	6,434	2,973	-	<b>9,646</b>
Charge for the year	年內折舊	100	3,601	1,272	-	<b>4,973</b>
At 31 March 2014	於2014年3月31日	339	10,035	4,245	-	<b>14,619</b>
<b>Net book value</b>	<b>帳面淨值</b>					
At 31 March 2014	於2014年3月31日	157	1,264	2,280	477,199	<b>480,900</b>
<b>2013</b>						
<b>Cost</b>	<b>成本</b>					
At 1 April 2012	於2012年4月1日	496	10,039	3,519	-	<b>14,054</b>
Additions	增置	-	521	878	61,449	<b>62,848</b>
Transfers	轉撥	-	110	1,007	(1,117)	-
At 31 March 2013	於2013年3月31日	496	10,670	5,404	60,332	<b>76,902</b>
<b>Accumulated depreciation</b>	<b>累計折舊</b>					
At 1 April 2012	於2012年4月1日	140	2,954	1,919	-	<b>5,013</b>
Charge for the year	年內折舊	99	3,480	1,054	-	<b>4,633</b>
At 31 March 2013	於2013年3月31日	239	6,434	2,973	-	<b>9,646</b>
<b>Net book value</b>	<b>帳面淨值</b>					
At 31 March 2013	於2013年3月31日	257	4,236	2,431	60,332	<b>67,256</b>

Note:

The net book value of construction in progress includes 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。

## NOTES TO THE STATEMENT OF ACCOUNTS

## 帳目報表附註

## 10. Museum collections

## 10. 博物館藏品

		2014 HK\$'000 港幣千元	2013 HK\$'000 港幣千元
<b>Cost</b>	<b>成本</b>		
At 1 April	於4月1日	<b>187,860</b>	-
Additions	增置	<b>68,756</b>	187,860
At 31 March	於3月31日	<b>256,616</b>	187,860
<b>Accumulated impairment</b>	<b>累計減值</b>		
At 1 April	於4月1日	-	-
Charge for the year	年內減值	-	-
At 31 March	於3月31日	-	-
<b>Net book value</b>	<b>帳面淨值</b>		
At 31 March	於3月31日	<b>256,616</b>	187,860

Note:

The Authority is in the process of establishing the M+ Collection Trust (the "Collection Trust") to hold the legal interest in the M+ Museum's collection of artworks for the benefit of the Hong Kong community. 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 Collection 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 Collection Trust is / are terminated or dissolved for any purpose other than reorganisation of any of the Authority, the Collection 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.

註解:

管理局正在成立M+藏品信託(「藏品信託」)，以香港社會的利益為前題下持有M+博物館藏品之法定權益。上年度增添的藏品中，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「捐贈者」)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轉回給捐贈方。

參考獨立拍賣行於2012年5月之估價報告，這批捐贈作品價值約13億港元。



## NOTES TO THE STATEMENT OF ACCOUNTS

## 帳目報表附註

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
<b>2014</b>	<b>成本</b>			
At 1 April 2013	於2013年4月1日	4,945	394	<b>5,339</b>
Additions	增置	119	3,763	<b>3,882</b>
Transfers	轉撥	2,723	(2,723)	-
At 31 March 2014	於2014年3月31日	7,787	1,434	<b>9,221</b>
<b>Accumulated amortisation</b>	<b>累計攤銷</b>			
At 1 April 2013	於2013年4月1日	712	-	<b>712</b>
Charge for the year	年內攤銷	2,072	-	<b>2,072</b>
At 31 March 2014	於2014年3月31日	2,784	-	<b>2,784</b>
<b>Net book value</b>	<b>帳面淨值</b>			
At 31 March 2014	於2014年3月31日	5,003	1,434	<b>6,437</b>
<b>2013</b>	<b>成本</b>			
At 1 April 2012	於2012年4月1日	277	-	<b>277</b>
Additions	增置	1,214	3,848	<b>5,062</b>
Transfers	轉撥	3,454	(3,454)	-
At 31 March 2013	於2013年3月31日	4,945	394	<b>5,339</b>
<b>Accumulated amortisation</b>	<b>累計攤銷</b>			
At 1 April 2012	於2012年4月1日	43	-	<b>43</b>
Charge for the year	年內攤銷	669	-	<b>669</b>
At 31 March 2013	於2013年3月31日	712	-	<b>712</b>
<b>Net book value</b>	<b>帳面淨值</b>			
At 31 March 2013	於2013年3月31日	4,233	394	<b>4,627</b>

## NOTES TO THE STATEMENT OF ACCOUNTS

## 帳目報表附註

12. Financial assets 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		
		Note 註解	2014 HK\$'000 港幣千元	2013 HK\$'000 港幣千元
Non-current portion	非流動部分			
- Placements with the HKMA	- 香港金融管理局存款	(a)	<b>14,539,548</b>	11,900,956
- Fund investments	- 基金投資	(b)	-	708,836
			<b>14,539,548</b>	12,609,792
Current portion	流動部分			
- Forward foreign exchange contracts	- 遠期外匯合約	(c)	<b>50,189</b>	-
			<b>14,589,737</b>	12,609,792

**(a) Placements with the HKMA**

As at 31 March 2014, the balance of the placements with the HKMA amounted to HK\$14,540 million (2013: HK\$11,901 million), being the total principal sums of HK\$13,800 million (2013: HK\$10,000 million) plus interests credited but not yet withdrawn at the balance sheet date. The placements 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. HK\$10,000 million and HK\$3,800 million of the principal amounts will be repaid by the HKMA in 2016 and 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 certain 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 5.6%, 5.0% and 3.6% per annum for January to December 2012, 2013 and 2014 respectively.

The Authority has designated the placements with the HKMA as "financial assets at fair value through profit or loss". The financial assets are denominated in HK\$.

**(b) Fund investments**

During the year, the Authority disposed of all its fund investments.

**(c) Forward foreign exchange contracts**

During the year, the Authority has entered into a number of forward foreign exchange contracts. The net aggregate fair value gain on such contracts was mostly offset with the net aggregate exchange loss and decrease in interest income on bank deposits made in the swap deposit transactions.

The notional principal amounts of outstanding forward foreign exchange contracts, which were denominated in foreign currencies, were equivalent to HK\$3,445 million in total when translating foreign currency amounts using spot rates at the balance sheet date. The maturities of the contracts range from three months to one year subsequent to the balance sheet date.

As at 31 March 2014, the fair value of the Authority's 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.

**(a) 香港金融管理局存款**

於2014年3月31日，存放於金管局之存款結餘為145億4千萬港元（2013：119億零1百萬港元），其中包括總本金金額138億港元（2013：100億港元）及於資產負債表結帳日計入但未被提取之利息收入。以個別存款日起計存款期為6年，期間管理局不能提取其本金，當中的100億港元及38億港元分別於2016年及2019年到期。

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若干投資組合在過去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。2012年1月至12月、2013年1月至12月及2014年1月至12月之回報率分別已定為年率5.6%、5.0%及3.6%。

管理局將金管局存款指定為「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。

**(b) 基金投資**

於本年度，管理局出售其所有的基金投資。

**(c) 遠期外匯合約**

於本年度，管理局訂立多份遠期外匯合約。此等合約之大部分公允價值淨收益與掉期存款交易有關的淨總匯兌虧損及銀行存款利息收入減少相互抵銷。

尚未到期的遠期外匯合約以外幣計價，其名義本金以資產負債表結帳日現貨匯率換算折合為34億4千5百萬港元。合約到期日為資產負債表結帳日後之3個月至1年不等。

於2014年3月31日，管理局的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。

## NOTES TO THE STATEMENT OF ACCOUNTS

## 帳目報表附註

13. Other financial assets		13. 其他金融資產	
During the year, 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. As at 31 March 2014, the fair value of the available-for-sale investment was HK\$10.1 million, which is based on the valuation provided by the custodian.			
		2014 HK\$'000 港幣千元	2013 HK\$'000 港幣千元
Available-for-sale investments - Unlisted	可供出售投資 - 非上市	10,109	-
Held-to-maturity investments - Listed in Hong Kong - Unlisted	持有至期滿投資 - 在香港上市 - 非上市	- - -	282,733 147,275 430,008
		<b>10,109</b>	430,008
Current portion	流動部分	-	420,022
Non-current portion	非流動部分	10,109	9,986
		<b>10,109</b>	430,008

## 14. Other receivables, prepayments and deposits

## 14. 其他應收款、預付帳款及押金

		2014 HK\$'000 港幣千元	2013 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)	14,815	14,815
Rental deposits	租賃押金	4,792	3,944
Others	其他	2,165	972
		<b>21,772</b>	19,731

## Note:

The Authority entered into an agreement with the Government for carrying out some government entrustment works. On 8 January 2014, the Authority agreed with the Government to entrust some WKCD construction works to offset against the outstanding balance owed by the Government.

## 註解：

關於香港特別行政區政府委託管理局進行數項政府委託工程之欠款，於2014年1月8日，管理局已與政府達成協議，管理局將委託政府進行數項建設工程，以抵銷欠款數額。

## NOTES TO THE STATEMENT OF ACCOUNTS

## 帳目報表附註

15. Cash and cash equivalents		15. 現金及現金等價物	
		2014 HK\$'000 港幣千元	2013 HK\$'000 港幣千元
Cash at bank and in hand	銀行存款和現金	2,833	3,024
Time deposits with original maturities of three months or less	原到期日三個月或以內之定期存款	2,250	-
		<b>5,083</b>	3,024
16. Payables and accruals		16. 應付款及應計帳款	
		2014 HK\$'000 港幣千元	2013 HK\$'000 港幣千元
Accrued salaries, MPF contributions, and provision for annual leave entitlements	應計薪金、強積金供款、及可享有的年假準備	2,364	2,146
Accrued contract gratuity	應付約滿酬金	9,487	10,239
Others	其他	78,625	44,428
		<b>90,476</b>	56,813
17. Capital and reserves		17. 資金及儲備	
<b>(a) Capital</b>		<b>(a) 資金</b>	
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 the West Kowloon Cultural District.			
Pursuant to Section 22(2) of the WKCD 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.			
<b>(b) Fair value reserve</b>		<b>(b) 公允價值儲備</b>	
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(g)(iii) and 2(j)(ii).			
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。			
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(g)(iii)及2(j)(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 (2013: Nil). Interest is payable on amounts drawn down at a rate related to HIBOR. There was no outstanding balance as at 31 March 2014.			
管理局簽訂了一項價值2億5千萬港元之無承諾貨幣市場信貸安排(2013: 無)。利息以香港銀行同業拆息按已支用金額計算。於2014年3月31日並無支用信貸餘額。			

## NOTES TO THE STATEMENT OF ACCOUNTS

## 帳目報表附註

<b>19. Commitments</b>	<b>19. 承擔</b>
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**(a) Operating lease commitments**

Commitments for total future minimum lease payments under non-cancellable operating leases are as follows:

**(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：

		2014 HK\$'000 港幣千元	2013 HK\$'000 港幣千元
Land and buildings	土地及樓房		
- within one year	- 一年內	17,310	11,080
- in the second to fifth years	- 第二至第五年間	29,124	21
		<u>46,434</u>	<u>11,101</u>
Other assets	其他資產		
- within one year	- 一年內	239	598
- in the second to fifth years	- 第二至第五年間	-	135
		<u>239</u>	<u>733</u>
		<u>46,673</u>	<u>11,834</u>

**(b) Capital commitments**

Commitments in respect of capital expenditures on property, plant and equipment, intangible assets, and museum collections are as follows:

**(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：

		2014 HK\$'000 港幣千元	2013 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	899,428	508,271
- Museum collections	- 博物館藏品	5,071	8,564
- Intangible assets	- 無形資產	1,428	2,305
		<u>905,927</u>	<u>519,140</u>
Authorised but not contracted for	已批准但未簽約		
- Museum collections	- 博物館藏品	48,581	23,498

## NOTES TO THE STATEMENT OF ACCOUNTS

## 帳目報表附註

<b>20. Material related party transactions</b>	<b>20. 重大關聯方交易</b>
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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.

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職能的關鍵管理人員。

In addition to the transactions / information disclosed elsewhere in the statement of accounts, during the year, the Authority had the following transactions with related parties:

除於本帳目報表其他部分披露之交易 / 資料以外，於本年度管理局與有關聯人士進行以下之重大交易：

**(a) Key management personnel remuneration**

Remuneration of the senior executives is as follows:

**(a) 關鍵管理人員酬金**

高層管理人員酬金如下：

		2014 HK\$'000 港幣千元	2013 HK\$'000 港幣千元
Senior executives' remuneration (note 6)	高層管理人員酬金 (附註6)	28,210	27,802

**(b) Other related party transactions****(b) 其他關聯方交易**

		2014 HK\$'000 港幣千元	2013 HK\$'000 港幣千元
Income from placements with the Hong Kong Monetary Authority (note 12(a))	香港金融管理局存款收入 (附註12(a))	594,592	613,358
Salaries and related costs of staff seconded 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	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報銷費用	469	-

**21. Financial risk management****21. 財務風險管理****(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.

**(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。

**(i) Foreign currency risk****(i) 外幣風險**

The Authority's functional and presentation currency is HK\$. Its foreign currency risk arises mainly from its financial assets denominated in currencies other than HK\$.

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。

The Authority's foreign currency risk exposure arises from its bank deposits, investments in debt securities and fund investments 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.

管理局承擔的外幣風險來自以外幣計值之銀行存款、債務證券及基金投資，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來管理外幣風險。

## 21. Financial risk management (Continued)

## (a) Financial risk factors (Continued)

## (i) Foreign currency risk (Continued)

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. Other than the items set out in the table below, all financial assets and liabilities at the balance sheet date are denominated in HK\$.

	2014		2013	
	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	1,705	6,836	3,111	4,002
Bank interest receivables	20	75	61	81
Fund investments	-	-	709	-
Held-to-maturity investments	-	-	-	420
Income receivables from held-to-maturity investments	-	-	-	3
	<b>1,725</b>	<b>6,911</b>	<b>3,881</b>	<b>4,506</b>

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\$3,257.1 million (2013: HK\$3,881.2 million) and HK\$3,974.0 million (2013: HK\$4,505.8 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.

## (ii) Interest rate risk

The Authority's interest-bearing assets include the placements with the HKMA, bank deposits, investments in debt securities and fund investments. Apart from the placements with the HKMA, the return of which is determined annually (see note 12(a)), most of these assets bear interest at fixed rates. During the year, the Authority disposed of all its fund investments and most of the investments in debt securities. 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.

## 21. 財務風險管理 (續)

## (a) 財務風險因素 (續)

## (i) 外幣風險 (續)

以下表列管理局於資產負債表結帳日需承擔以外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。

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32億5千7百1拾萬港元（2013：38億8千1百2拾萬港元）及39億7千4百萬港元（2013：45億零5百8拾萬港元）。

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外幣風險。

## (ii) 利率風險

管理局之計息資產包括金管局存款、銀行存款、債務證券投資及基金投資。除金管局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。管理局已於本年度將所有基金投資及大部分債務證券出售。由於銀行存款均按攤銷成本列帳，其帳面金額及管理局之本年度利潤不會受市場利率變動影響。

## 21. Financial risk management (Continued)

## (a) Financial risk factors (Continued)

## (iii) Price risk

The Authority was exposed to price risks arising from fund investments held under financial assets at fair value through profit or loss. During the year, the Authority had disposed of all its fund investments.

## (iv) Credit risk

The Authority's credit risk is the risk that counterparties may default on its bank deposits / placements with the HKMA, fund investments, debt securities and forward foreign exchange contracts.

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.

As at 31 March 2014, the investment in debt security was of a minimum issuer / issue credit rating of A3 or above by Moody's or equivalent rating by Standard and Poor's.

The Authority believes it is prudent to place part of the funds with the HKMA and expects the HKMA to meet its contractual obligations to the Authority in respect of the placements.

## (v) 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.

## (vi) 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 2014, if there were a 3% (2013: 2%) 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\$119.2 million (2013: HK\$90.1 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.

## 21. 財務風險管理 (續)

## (a) 財務風險因素 (續)

## (iii) 價格風險

管理局的價格風險來自以公允價值計量且其變動計入損益的基金投資。於本年度，管理局已出售其所有的基金投資。

## (iv) 信貸風險

管理局的信貸風險指對手方或不履行其銀行存款 / 金管局存款，基金投資，債務證券及遠期外匯合約條款而造成的風險。

管理局對核准銀行 / 機構名單設定其風險承擔限額。為確保沒有重大集中的信貸風險於單一對手方，於每家銀行 / 機構的結存均設有最高風險承擔限額。而此限額乃基於其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2014年3月31日，有關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，或標準普爾同等信用評級。

管理局相信將部分資金存放於金管局是審慎做法，並預期金管局能履行與管理局存款合同之合約條款。

## (v) 流動資金風險

管理局之政策是定期檢視現在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人勞動合同中指定的每個連續的週期中圓滿結束後支付，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。

## (vi) 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2014年3月31日，如人民幣兌港幣之匯率在該日上升 / 下跌3%（2013：2%），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1億1千9百2拾萬港元（2013：9千零1拾萬港元）。

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。

**21. Financial risk management (Continued)****(a) Financial risk factors (Continued)**

(vi) Sensitivity analysis (Continued)

- 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 2014, 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\$9.1 million (2013: HK\$10.4 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 held to maturity that are carried at amortised cost 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 HKMA, which is set annually in January. Based on the balance of the placements with the HKMA as at 31 March 2014, 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 HKMA would have increased / decreased by approximately HK\$14.4 million (2013: HK\$11.8 million) a year on an annualised basis.

**(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 the West Kowloon Cultural District.

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 carried at fair values

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 2014 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:

**21. 財務風險管理 (續)****(a) 財務風險因素 (續)**

(vi) 敏感度分析 (續)

- 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。根據2014年3月31日之定期存款結餘，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增加 / 減少約9百1拾萬港元 (2013: 1千零4拾萬港元)。

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。按攤銷成本入帳的定息債務證券並不包括在以上分析。

管理局也承受因金管局存款的回報率的改變所產生的財務風險，此回報率於每年1月釐定。基於2014年3月31日之金管局存款結餘，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，估計這樣會令管理局之金管局存款收入按年度計算每年增加 / 減少約1千4百4拾萬港元 (2013: 1千1百8拾萬港元)。

**(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文化區的藝術文化設施、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

下表呈列有關於2014年3月31日，按《香港財務報告準則》第13號「公允價值計量」所釐定的公允價值等級制度的三個等級中，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等級的重要公允價值輸入變量的類別進行歸類。有關輸入變量等級的定義如下：

**21. Financial risk management (Continued)****(c) Fair value estimation (Continued)**

Financial assets carried at fair values (Continued)

- 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.

**2014****Financial assets at fair value through profit or loss**

Placements with the HKMA (note 12(a))  
Trading derivatives:  
- Forward foreign exchange contracts (note 12(c))

**以公允價值計量且其變動計入損益的金融資產**

金管局存款 (附註 12(a))  
對沖衍生工具：  
- 遠期外匯合約 (附註 12(c))

**Available-for-sale investments**

- Unlisted debt securities

**可供出售投資**

- 非上市債務證券

At 31 March 2014

於2014年3月31日

**2013****Financial assets at fair value through profit or loss**

Placements with the HKMA  
Trading securities:  
- Fund investments

**以公允價值計量且其變動計入損益的金融資產**

金管局存款  
買賣證券：  
- 基金投資

At 31 March 2013

於2013年3月31日

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.

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.

**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 (續)

- 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。

	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
<b>2014</b>			
<b>Financial assets at fair value through profit or loss</b>			
Placements with the HKMA (note 12(a))	-	-	14,540
Trading derivatives:			
- Forward foreign exchange contracts (note 12(c))	-	50	-
<b>Available-for-sale investments</b>			
- Unlisted debt securities	-	10	-
	<u>-</u>	<u>60</u>	<u>14,540</u>
At 31 March 2014			
<b>2013</b>			
<b>Financial assets at fair value through profit or loss</b>			
Placements with the HKMA	-	-	11,901
Trading securities:			
- Fund investments	709	-	-
	<u>709</u>	<u>-</u>	<u>11,901</u>
At 31 March 2013			

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。

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。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。

## NOTES TO THE STATEMENT OF ACCOUNTS

## 帳目報表附註

## 21. Financial risk management (Continued)

## 21. 財務風險管理 (續)

## (c) Fair value estimation (Continued)

## (c) 公允價值估計 (續)

Financial assets carried at fair values (Continued)

按公允價值列帳的金融資產 (續)

- Description of the valuation techniques and inputs used in Level 2 and Level 3 fair value measurement

As mentioned in note 12(c), 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 HKMA 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

- 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(c)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。管理局的金管局存款被列入第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價值。

- 公允價值計量為第3級之變動

		2014 HK\$ million 港幣百萬元	2013 HK\$ million 港幣百萬元
Opening balance	期初結餘	11,901	11,288
Withdrawal of accrued interest	提取利息	(1,756)	-
Additional placement	新增存款	3,800	-
Income from placements with the HKMA recognised in profit or loss	於損益表中確認之金管局存款收入	595	613
Closing balance	期末結餘	<u>14,540</u>	<u>11,901</u>

- 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 2014 and 2013, there were no transfers between Level 1 and Level 2, nor transfers into or out of Level 3.

- 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。

截至2014年及2013年3月31日，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)

		2014	2013	2012	2011	2010
<b>Income</b>	<b>收入</b>					
Investment income	投資收入	627	632	633	571	86
Bank interest income	銀行利息收入	249	286	228	179	143
Net exchange (losses) / gains	匯兌 (虧損) / 收益淨額	(66)	72	73	5	-
Other income	其他收入	11	5	-	-	-
		<u>821</u>	<u>995</u>	<u>934</u>	<u>755</u>	<u>229</u>
<b>Expenditure</b>	<b>支出</b>					
Operating expenditure *	營運開支 *	238	192	187	225	73
Capital expenditure	資本開支	491	256	8	5	2
		<u>729</u>	<u>448</u>	<u>195</u>	<u>230</u>	<u>75</u>
Funds available for investment	可用於投資之資金	23,700	23,609	23,068	22,338	21,818
Other assets ^	其他資產 ^	766	280	23	10	2
<b>Net assets</b>	<b>資產淨值</b>	<u>24,466</u>	<u>23,889</u>	<u>23,091</u>	<u>22,348</u>	<u>21,820</u>
<b>Equity</b>	<b>權益</b>					
Capital - Endowment from the Government of HKSAR	資金—香港特別行政區政府撥款	21,600	21,600	21,600	21,600	21,600
Reserves	儲備	2,866	2,289	1,491	748	220
<b>Total Equity</b>	<b>權益總額</b>	<u>24,466</u>	<u>23,889</u>	<u>23,091</u>	<u>22,348</u>	<u>21,820</u>
<b>Investment return on average fund balance available for investment</b>	<b>基於平均可用於投資之資金結餘的投資回報率</b>	<b>3.4%</b>	4.2%	4.1%	3.4%	1.1%

\* Operating expenditure excludes Depreciation and amortisation

^ Includes Property, plant & equipment, Museum collections, Intangible assets and Other receivables, prepayments & deposits

\* 營運費用不包括折舊及攤銷

^ 包括物業、廠房及設備、博物館藏品、無形資產、其他應收款、預付款及押金

## 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 WKCDA 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 WKCDA.
4. To oversee the financial position of WKCDA 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 WKCDA 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。

#### 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 WKCDA Ordinance.

#### 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。

**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 WKCDA 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。

**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 WKCDA 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。



**REMUNERATION COMMITTEE**

- 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.
- 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.
- 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.
- To review and make recommendations to the Board on changes in salaries and terms and conditions of employment.
- 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 WKCDA Ordinance.

**INVESTMENT COMMITTEE**

- 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.
- 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.
- To advise the Board on the selection and appointment of investment consultants, fund managers and custodians and their terms and conditions.
- 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.
- 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 WKCDA Ordinance.

**薪酬委員會**

- 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。
- 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。
- 就由董事局轉介或指排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。
- 審閱薪酬和僱用條款及條件的變更並向董事局提供建議。
- 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**

- 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。
- 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。
- 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。
- 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。
- 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。

**AUDIT COMMITTEE**

- To consider any financial and audit matters of the Authority.
- 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.
- To review and monitor the external auditor's independence and objectivity and the effectiveness of the audit process in accordance with applicable standard, and to discuss with the auditor the nature and scope of the audit and reporting obligations before the audit commences.
- To review and monitor the effectiveness of the Authority's financial controls, internal controls and risk management systems.
- 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.
- 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 WKCDA Ordinance.

**CONSULTATION PANEL**

- To play the role of a bridge between the Authority and the public.
- To promote WKCD with a view to enhancing public's understanding of the project.
- To reflect public expectations / views to the Authority.
- To ensure that consultations are conducted in an open and transparent manner.

**審計委員會**

- 審閱管理局的各類財務及審計事宜。
- 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。
- 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。
- 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。
- 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。
- 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**

- 作為管理局與公眾之間的橋樑。
- 推廣西九文化區計劃，加深公眾對此計劃的了解。
- 向管理局反映公眾的期望和意見。
- 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	29TH MEETING 第29次會議 18/4/2013	30TH MEETING 第30次會議 28/6/2013	31ST MEETING 第31次會議 23/9/2013	32ND MEETING 第32次會議 3/12/2013	33RD MEETING 第33次會議 17/2/2014	34TH MEETING 第34次會議 7/3/2014
<b>CHAIRMAN 主席</b>						
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The Hon Mrs Carrie LAM CHENG Yuet-ngor, GBS, JP Chief Secretary for Administration 林鄭月娥女士, GBS, JP 政務司司長	•	•	•	•	•	•
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<b>MEMBERS 成員</b>						
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The Hon 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 Chris IP Ngo-tung 葉傲冬先生	•	•	—	•	•	•
Mr Leo KUNG Lin-cheng, BBS, JP 孔令成先生, BBS, JP	•	•	—	•	•	•
The Hon Jeffrey LAM Kin-fung, GBS, JP 林健鋒議員, GBS, JP	•	•	•	•	•	—
Mr Andrew LAM Siu-lo, JP 林筱魯先生, JP	•	•	•	•	•	•
Professor LEE Chack-fan, GBS, JP 李焯芬教授, GBS, JP	•	•	•	•	•	—
Mr Victor LO Chung-wing, GBS, JP 羅仲榮先生, GBS, JP	•	•	•	•	•	—
The Hon MA Fung-kwok, SBS, JP 馬逢國議員, SBS, JP	•	•	•	•	•	—
The Hon SIN Chung-kai, SBS, JP 單仲偕議員, SBS, JP	•	•	(via teleconferencing) (透過電話會議)	•	•	•
Professor Jenny SO Fong-suk 蘇芳淑教授	•	—	•	•	—	•
Mr Philip TSAI Wing-chung, JP 蔡永忠先生, JP	•	•	•	•	—	•
Ms YIP Wing-sie, BBS, JP 葉詠詩女士, BBS, JP	•	—	•	•	•	•
Mr Danny YUNG Ning-tsun 榮念曾先生	•	•	•	—	•	•
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)
Secretary for Home Affairs or his alternate 民政事務局局长或其後補成員	•	•	•	•	•	•
Secretary for Development or his alternate 發展局局长或其後補成員	•	•	•	•	•	•
Secretary for Financial Services and the Treasury or his alternate 財經事務及庫務局局长或其後補成員	•	—	—	—	•	•
.....						
<b>EX-OFFICIO MEMBER 當然成員</b>						
.....						
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

EXECUTIVE COMMITTEE 行政委員會	2ND MEETING 第2次會議 31/5/2013	3RD MEETING 第3次會議 15/7/2013	4TH MEETING 第4次會議 22/10/2013	5TH MEETING 第5次會議 25/11/2013	6TH MEETING 第6次會議 10/12/2013	7TH MEETING 第7次會議 23/1/2014	8TH MEETING 第8次會議 14/3/2014
<b>CHAIRMAN 主席</b>							
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The Hon Ronald ARCULLI, GBM, GBS, JP 夏佳理先生, GBM, GBS, JP	•	•	•	•	•	•	•
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<b>MEMBERS 成員</b>							
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Mr Leo KUNG Lin-cheng, BBS, JP 孔令成先生, BBS, JP	•	•	•	•	•	•	•
Mr Victor LO Chung-wing, GBS, JP 羅仲榮先生, GBS, JP	—	•	•	—	—	•	—
The Hon SIN Chung-kai, SBS, JP 單仲偕議員, SBS, JP	—	•	•	•	•	•	•
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 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	(via teleconferencing) (透過電話會議)	•	•	•	—	•	•

• Present 出席 — Absent 缺席

**DEVELOPMENT COMMITTEE**  
**發展委員會**
**28TH MEETING**  
**第28次會議**  
**16/4/2013**
**29TH MEETING**  
**第29次會議**  
**23/5/2013**
**30TH MEETING**  
**第30次會議**  
**3/7/2013**
**31ST MEETING**  
**第31次會議**  
**14/8/2013**
**32ND MEETING**  
**第32次會議**  
**25/9/2013**
**33RD MEETING**  
**第33次會議**  
**8/11/2013**
**34TH MEETING**  
**第34次會議**  
**11/12/2013**
**35TH MEETING**  
**第35次會議**  
**22/1/2014**
**36TH MEETING**  
**第36次會議**  
**12/3/2014**
**CHAIRMAN 主席**

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

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**MEMBERS 成員**

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

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 Mr Chris IP Ngo-tung  
 葉傲冬先生

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 Mr Andrew LAM Siu-lo, JP  
 林筱魯先生, JP

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 李焯芬教授, GBS, JP

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 羅仲榮先生, GBS, JP

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 單仲偕議員, SBS, JP

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 蔡永忠先生, JP

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 Ms YIP Wing-sie, BBS, JP  
 葉詠詩女士, BBS, JP

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 Mr Danny YUNG Ning-tsun  
 榮念曾先生

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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 Christopher LAW, JP (since 1 January 2014)  
 羅健中先生, JP (任期由2014年1月1日起)

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

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 Mr LIU Sing-cheong, JP (until 31 December 2013)  
 廖勝昌先生, JP (任期至2013年12月31日)

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 Professor Edward NG Yan-yung  
 吳恩融教授

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 Professor WONG Sze-chun, JP (since 1 January 2014)  
 黃仕進教授, JP (任期由2014年1月1日起)

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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

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 工程策劃總監

 Mr WAN Man-leung  
 Project Manager  
 尹萬良先生  
 工程策劃總監

 Representative from Development Bureau  
 發展局局代表

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

 Mr Jimmy PM CHAN  
 Principal Assistant  
 Secretary (Works)  
 陳派明先生  
 首席助理秘書長(工務)

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

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

 Mr WAI Chi-sing, JP  
 Permanent Secretary for  
 Development (Works)  
 韋志成先生, JP  
 發展局常任秘書長(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 WONG Chung-leung  
 Principal Assistant  
 Secretary (Works)  
 黃仲良先生  
 首席助理秘書長(工務)

• Present 出席      — Absent 缺席      ----- Before appointment / resigned 就任前 / 已離任

**INFORMATION AND COMMUNICATION  
TECHNOLOGIES SUBCOMMITTEE  
資訊及通訊科技小組委員會**
**11TH MEETING  
第 11 次會議  
13/3/2014**

## 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, WKCDA  
 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

—

 Dr HUNG Keung (until 31 December 2013)  
 洪強博士 (任期至2013年12月31日)

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 The Hon Charles Peter MOK  
 莫乃光議員

—

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

 Mr Victor LAM Wai-kiu  
 Deputy Director (Consulting and Operations)  
 林偉喬先生  
 副政府資訊科技總監 (顧問服務及營運)

 Representative from Home Affairs Bureau  
 民政事務局代表

 Mr WAN Man-leung  
 Project Manager  
 尹萬良先生  
 工程策劃總監

• Present 出席      — Absent 缺席      ----- Before appointment / resigned 就任前 / 已離任

**PERFORMING ARTS COMMITTEE  
表演藝術委員會**
**20TH MEETING  
第 20 次會議  
12/4/2013**
**21ST MEETING  
第 21 次會議  
24/7/2013**
**22ND MEETING  
第 22 次會議  
10/12/2013**
**23RD MEETING  
第 23 次會議  
10/2/2014**

## 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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 Professor LEE Chack-fan, GBS, JP  
 李焯芬教授, GBS, JP

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 The Hon MA Fung-kuok, SBS, JP  
 馬逢國議員, SBS, JP

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 Professor Jenny SO Fong-suk  
 蘇芳淑教授

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 Ms YIP Wing-sie, BBS, JP  
 葉詠詩女士, BBS, JP

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 Mr Danny YUNG Ning-tsun  
 榮念曾先生

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 Mr Benny CHIA Chun-heng, BBS  
 謝俊興先生, BBS

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 Mr Vincent CHOW Wing-shing, BBS, MBE, JP since 1 January 2014  
 周永成先生, BBS, MBE, JP (任期由2014年1月1日起)

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 Mr Michael MACLEOD  
 麥高德先生

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 Mr Fredric MAO Chun-fai, BBS  
 毛俊輝先生, BBS

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 Mr Willy TSAO Sing-yuen, BBS  
 曹誠淵先生, BBS

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 Mr Joseph TUNG Yao-chung, JP since 1 January 2014  
 董耀中先生, JP (任期由2014年1月1日起)

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 Dr Liza WANG Ming-chun, SBS  
 汪明荃博士, SBS

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 Dr Elvin WONG Chi-chung  
 黃志涼博士

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 Representative from Home Affairs Bureau  
 民政事務局代表

 Mr Raymond YOUNG  
 Lap-moon, GBS, JP  
 Permanent Secretary for  
 Home Affairs  
 楊立門先生, GBS, JP  
 民政事務局常任秘書長

 Mr Raymond YOUNG  
 Lap-moon, GBS, JP  
 Permanent Secretary for  
 Home Affairs  
 楊立門先生, GBS, JP  
 民政事務局常任秘書長

 Ms Elizabeth TAI Ka-pui  
 Deputy Secretary for  
 Home Affairs  
 (WKCD)  
 戴家珮女士  
 民政事務局副秘書長  
 (西九文化區)

 Ms Elizabeth TAI Ka-pui  
 Deputy Secretary for  
 Home Affairs  
 (WKCD)  
 戴家珮女士  
 民政事務局副秘書長  
 (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)  
 周蕙心女士  
 助理署長(演藝)

 Ms Winsome CHOW  
 Assistant Director (Performing Arts)  
 周蕙心女士  
 助理署長(演藝)

 Ms Winsome CHOW  
 Assistant Director (Performing Arts)  
 周蕙心女士  
 助理署長(演藝)

 Ms Winsome CHOW  
 Assistant Director (Performing Arts)  
 周蕙心女士  
 助理署長(演藝)

• Present 出席      — Absent 缺席      ----- Before appointment / resigned 就任前 / 已離任

MUSEUM COMMITTEE 博物館委員會	16TH MEETING 第16次會議 10/6/2013	17TH MEETING 第17次會議 9/9/2013	18TH MEETING 第18次會議 26/11/2013	19TH MEETING 第19次會議 6/1/2014	20TH MEETING 第20次會議 21/2/2014
CHAIRMAN 主席					
Mr Victor LO Chung-wing, GBS, JP 羅仲榮先生, GBS, JP	•	•	•	•	•
MEMBERS 成員					
Mr Raymond FUNG Wing-kee, JP 馮永基先生, JP	—	•	•	•	•
Mr Chris IP Ngo-tung 葉傲冬先生	•	•	—	•	•
The Hon MA Fung-kwok, SBS, JP 馬逢國議員, SBS, JP	•	—	•	—	—
The Hon SIN Chung-kai, SBS, JP 單仲偕議員, SBS, JP	•	•	(via teleconferencing) (透過電話會議)	•	(via teleconferencing) (透過電話會議)
Professor Jenny SO Fong-suk 蘇芳淑教授	—	•	•	•	•
Mr Johnson CHANG Tsong-zung (since 14 January 2014) 張頌仁先生 (任期由2014年1月14日起)	-----	-----	-----	-----	—
Professor David CLARKE (since 14 January 2014) 祈大衛教授 (任期由2014年1月14日起)	-----	-----	-----	-----	•
Ms Claire HSU Man-kai 徐文玟女士	•	•	•	•	•
Mr LEUNG Chi-wo 梁志和先生	•	•	•	—	•
Ms LO Kai-yin, SBS 羅啟妍女士, SBS	—	•	(via teleconferencing) (透過電話會議)	•	•
Mr David PONG Chun-ye 龐俊怡先生	•	•	•	•	—
Ms Nansun SHI 施南生女士	—	•	•	—	—
Mr Alan WAN Siu-lun 溫紹倫先生	•	•	•	•	—
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 Elizabeth TAI Ka-pui Deputy Secretary for Home Affairs (WKCD) 戴家珮女士 民政事務局副秘書長 (西九文化區)	Ms Elizabeth TAI Ka-pui Deputy Secretary for Home Affairs (WKCD) 戴家珮女士 民政事務局副秘書長 (西九文化區)	Ms Elizabeth TAI Ka-pui Deputy Secretary for Home Affairs (WKCD) 戴家珮女士 民政事務局副秘書長 (西九文化區)
Representative from Leisure and Cultural Services Department 康樂及文化事務署代表	Dr Louis NG Assistant Director (Heritage & Museums) 吳志華博士 助理署長(文博)	Dr Louis NG Assistant Director (Heritage & Museums) 吳志華博士 助理署長(文博)	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)

• Present 出席      — Absent 缺席      ----- Before appointment / resigned 就任前 / 已離任

INTERIM ACQUISITION COMMITTEE 臨時購藏委員會	7TH MEETING 第7次會議 14/5/2013	8TH MEETING 第8次會議 13/6/2013	9TH MEETING 第9次會議 8/7/2013	10TH MEETING 第10次會議 18/9/2013	11TH MEETING 第11次會議 14/11/2013	12TH MEETING 第12次會議 26/2/2014	13TH MEETING 第13次會議 24/3/2014
CHAIRMAN 主席							
Mr Victor LO Chung-wing, GBS, JP 羅仲榮先生, GBS, JP	•	•	•	•	•	•	•
MEMBERS 成員							
Ms Sabrina FUNG (since 14 January 2014) 馮美瑩女士(任期由2014年1月14日起)	-----	-----	-----	-----	-----	•	•
Ms Claire HSU Man-kai 徐文玟女士	•	•	•	•	•	•	•
Dr KAN Tai-keung, SBS (since 14 January 2014) 靳埭強博士, SBS (任期由2014年1月14日起)	-----	-----	-----	-----	-----	•	•
Mr LEUNG Chi-wo 梁志和先生	•	•	•	•	•	•	•
Mr Vincent LO Wing-sang, BBS, JP (since 14 January 2014) 羅榮生先生, BBS, JP (任期由2014年1月14日起)	-----	-----	-----	-----	-----	•	—
Ms Ellen PAU (since 14 January 2014) 鮑靄倫女士 (任期由2014年1月14日起)	-----	-----	-----	-----	-----	•	•
Mr David PONG Chun-ye 龐俊怡先生	•	•	•	•	•	•	•
Ms Nansun SHI 施南生女士	•	•	—	—	•	•	•

• Present 出席      — Absent 缺席      ----- Before appointment / resigned 就任前 / 已離任

REMUNERATION COMMITTEE 薪酬委員會	29TH MEETING 第29次會議 15/8/2013	30TH MEETING 第30次會議 10/1/2014	31ST MEETING 第31次會議 21/1/2014	32ND MEETING 第32次會議 21/2/2014
CHAIRMAN 主席				
The Hon SIN Chung-kai, SBS, JP 單仲偕議員, SBS, JP	•	•	•	•
MEMBERS 成員				
The Hon Ronald ARCULLI, GBM, GBS, JP 夏佳理先生, GBM, GBS, JP	•	•	(via teleconferencing) (透過電話會議)	•
The Hon Jeffrey LAM Kin-fung, GBS, JP 林健鋒議員, GBS, JP	•	•	—	•
Mr Philip TSAI Wing-chung, JP 蔡永忠先生, JP	(via teleconferencing) (透過電話會議)	•	•	—
Mr Danny YUNG Ning-tsun 榮念曾先生	—	—	•	•
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)	Ms Elizabeth TAI Ka-pui Deputy Secretary for Home Affairs (WKCD) 戴家珮女士 民政事務局副秘書長 (西九文化區)	Ms Elizabeth TAI Ka-pui Deputy Secretary for Home Affairs (WKCD) 戴家珮女士 民政事務局副秘書長 (西九文化區)	Ms Elizabeth TAI Ka-pui Deputy Secretary for Home Affairs (WKCD) 戴家珮女士 民政事務局副秘書長 (西九文化區)

• Present 出席      — Absent 缺席

INVESTMENT COMMITTEE 投資委員會	19TH MEETING 第19次會議 19/4/2013	20TH MEETING 第20次會議 19/6/2013	21ST MEETING 第21次會議 17/7/2013	22ND MEETING 第22次會議 30/8/2013	23RD MEETING 第23次會議 13/11/2013	24TH MEETING 第24次會議 9/1/2014
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 夏佳理先生, GBM, GBS, JP	•	•	•	•	•	•
The Hon SIN Chung-kai, SBS, JP 單仲偕議員, SBS, JP	•	—	(via teleconferencing) (透過電話會議)	—	(via teleconferencing) (透過電話會議)	(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)	—	—	—
Mr Clifford CHIU (since 22 April 2013) 邱令智先生 (任期由2013年4月22日起)	-----	•	(via teleconferencing) (透過電話會議)	•	•	(via teleconferencing) (透過電話會議)
Mr CHUA Sue-wan (since 22 April 2013) 蔡思遠先生 (任期由2013年4月22日起)	-----	•	•	(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)	(via teleconferencing) (透過電話會議)	—	(via teleconferencing) (透過電話會議)	•	—
Representative from Financial Services and the Treasury Bureau 財經事務及庫務局代表	Mr Alvin YUEN Wong-che 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 Alvin YUEN Wong-che 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 Alvin YUEN Wong-che 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 Alvin YUEN Wong-che 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 Edmond CHU Acting Principal Assistant Secretary for Financial Services & the Treasury (Treasury) (MA) 朱正清先生 財經事務及庫務局(署理)首席助理秘書長(庫務)(管理會計)	Mr Alvin YUEN Wong-che 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 庫務署署長或代表	Mr Kenneth SIU Assistant Director of Accounting Services (Provident Funds) 邵國華先生 助理署長(公積金)	Mr Kenneth SIU Assistant Director of Accounting Services (Provident Funds) 邵國華先生 助理署長(公積金)	Mr Kenneth SIU Assistant Director of Accounting Services (Provident Funds) 邵國華先生 助理署長(公積金)	Mr Kenneth SIU Assistant Director of Accounting Services (Provident Funds) 邵國華先生 助理署長(公積金)	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	—	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	Mr WAN Man-leung Project Manager 尹萬良先生 工程策劃總監

• Present 出席      — Absent 缺席      ----- Before appointment / resigned 就任前 / 已離任

**AUDIT COMMITTEE**  
**審計委員會****13TH MEETING**  
**第13次會議**  
**7/6/2013****14TH MEETING**  
**第14次會議**  
**20/11/2013****15TH MEETING**  
**第15次會議**  
**10/1/2014****CHAIRMAN 主席**Mr Philip TSAI Wing-chung, JP  
蔡永忠先生, JP

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**MEMBERS 成員**Mr Andrew LAM Siu-lo, JP  
林筱魯先生, JP

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Mr Clement CHAN Kam-wing  
陳錦榮先生

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Mr Wilson FUNG Ying-wai  
馮英偉先生

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Mr William LO Chi-chung  
羅志聰先生

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• Present 出席      — Absent 缺席

**CONSULTATION PANEL**  
**諮詢會****10TH MEETING**  
**第10次會議**  
**4/6/2013****11TH MEETING**  
**第11次會議**  
**1/11/2013****CHAIRMAN 主席**Professor John LEONG Chi-yan, SBS, OBE, JP  
梁智仁教授, SBS, OBE, 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  
鄭志明先生

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Mr HUNG Chiu-wah  
孔昭華先生

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Dr HUNG Keung  
洪強博士

—

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Ms KO Po-ling, BBS, MH, JP  
高寶齡女士, BBS, MH, JP

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Mr Bankee KWAN Pak-hoo  
關百豪先生

•

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Ms Ida LAM Choi-chu  
林彩珠女士

•

—

Mr LAM Ying-kit  
林英傑先生

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Mr William LEUNG Wing-cheung, BBS, JP  
梁永祥先生, BBS, JP

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Dr MAN Ying-ling  
文英玲博士

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The Hon Charles Peter MOK  
莫乃光議員

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Mr TAI Hay-lap, BBS, JP  
戴希立先生, BBS, JP

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The Hon Paul TSE Wai-chun, JP  
謝偉俊議員, JP

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Dr John TSE Wing-ling, MH  
謝永齡博士, MH

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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  
邱榮光博士, JP

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• Present 出席      — Absent 缺席

## Photo Credits

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Pages 26-27：

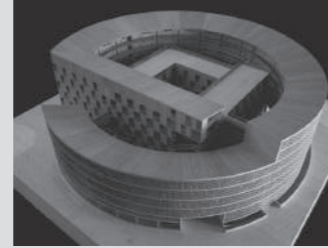


Tehching Hsieh, *One Year Performance 1980-1981. Time Clock*  
11 April 1980 – 11 April 1981  
life image, 29.2 x 21.6 cm  
© Tehching Hsieh  
謝德慶，《一年行為表演1980-1981年（打咕）》  
1980年4月11日 – 1981年4月11日  
影像紀錄，29.2 x 21.6厘米  
© 謝德慶



Tsuruko Yamazaki, *Tin Cans*  
1955/1986, dye, lacquer and thinner on tin can (set of 51 cans),  
24 x 15.5 cm each  
山崎つる子，《Tin Cans》  
1955/1986，染色錫罐（一組51件）  
每件24 x 15.5厘米

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Urbanus, *Model for Urban Tolou (2005-2008), Guangzhou, China, 2007*  
wood and plastic plate  
100 x 100 x 30 cm  
Gift of the architect  
都市實踐，《土樓公舍模型（2005-2008）》，中國廣州》  
2007，木及塑片  
100 x 100 x 30厘米  
建築師捐贈



Lui Shou-kwan  
*Zen Painting, 1971*  
Chinese ink and colour on paper,  
277 x 184 cm  
呂壽琨，《禪畫》  
1971，水墨設色紙本  
277 x 184厘米



