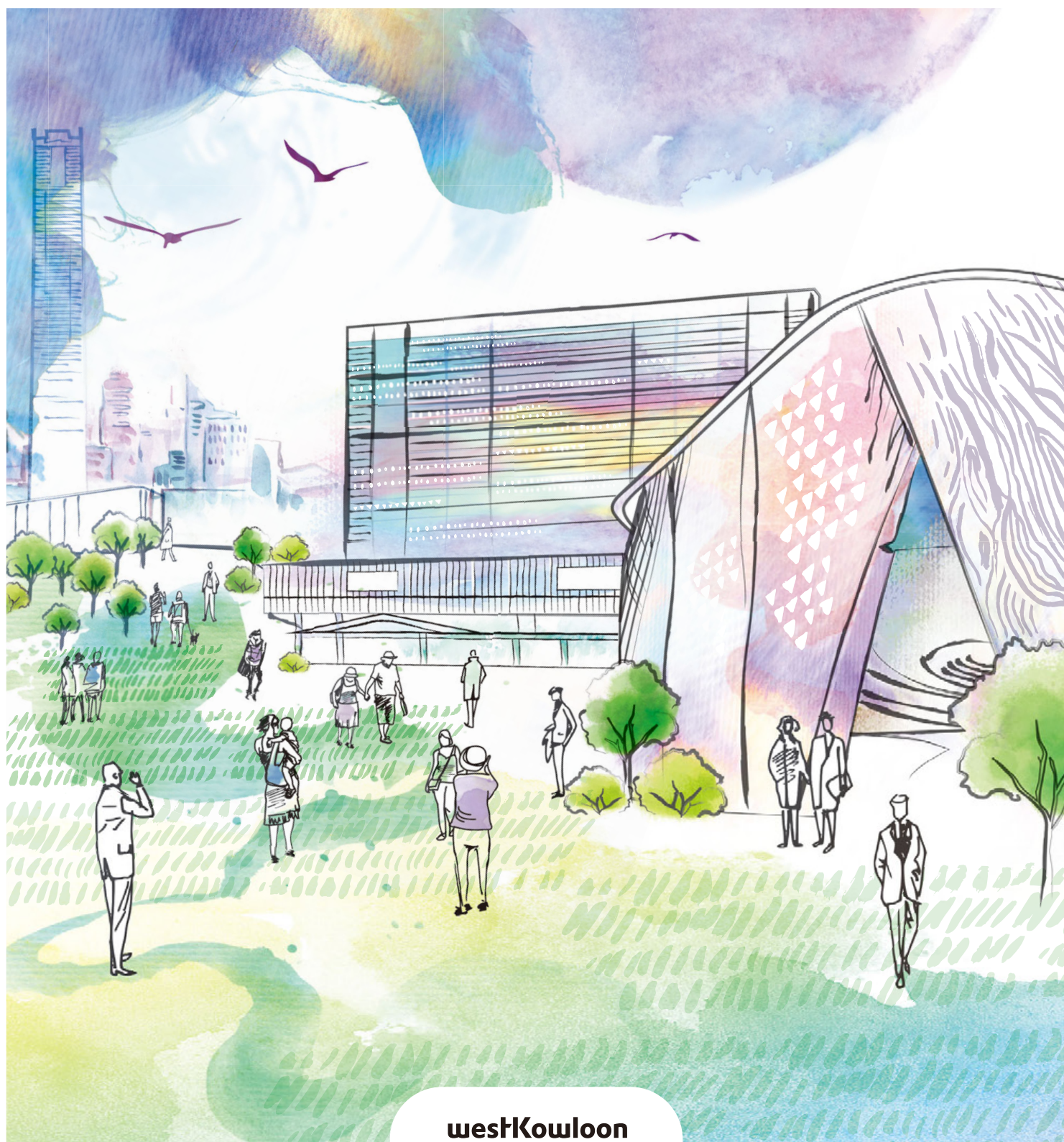


WEST KOWLOON

西九文化區管理局
CULTURAL DISTRICT AUTHORITY
ANNUAL REPORT 2015/16 周年報告



westKowloon

西九文化區

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ABOUT WEST KOWLOON

關於西九文化區 管理局

CULTURAL DISTRICT AUTHORITY

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

With an area of 40 hectares, of which 23 hectares are reserved for public open space, WKCD will be an asset for residents and visitors to enjoy. The Authority is working hard to develop WKCD into an integrated arts and cultural district where people can embrace creativity and enjoy an innovative environment while appreciating arts and culture, and make the most of their valuable leisure time.

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

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

To achieve this, we have prepared a Development Plan for WKCD to lay out the plan area and set apart the land within it for various land uses. We are now:

- developing WKCD in accordance with the land use and other requirements or conditions specified in the approved Development Plan; and will
- provide, operate, manage and maintain international quality arts and cultural facilities, as well as related and 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;
- initiate and support the creation, composition, production, learning and practising of the arts; and
- perform such other functions as are conferred on or required of the Authority by the WKCD Ordinance or any other law.

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，以配合本地文化藝術界的長遠需要，而文化藝術設施是任何世界級城市的經濟及社會結構的重要部分。西九文化區管理局(管理局)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，它將成為供市民及遊客享用的寶貴資產。管理局致力將西九發展成一個綜合文化藝術區，讓市民可享受區內創意盎然的環境，欣賞文化藝術，以及善用餘暇。

西九的願景是發展成為一個綜合文化藝術區，它將：

- 提供高質素的文化、消閒及旅遊節目，成為吸引本地居民和來自世界各地遊客務必到此一遊的地方；
- 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，提高本地生活質素的推動力，以及成為珠江三角洲的文化門廊。

為達致上述目標，我們已經為西九擬備發展圖則，以定出西九的布局及規劃區內各種土地用途。

- 我們現正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
- 將會提供、營運、管理及保養國際級的文化藝術設施，以及相關及附屬設施。

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；
- 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、教育及實踐；以及
- 執行《西九文化區管理局條例》或任何其他法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 among Hong Kong, Mainland China, and beyond;
- To facilitate and enhance cooperation between government or non-government bodies and organisations and arts providers, locally and internationally;
- To strengthen the position of Hong Kong as a tourist destination.

To the Community:

- To encourage wider participation by the local community in arts and culture;
- To promote and provide arts education to the local community;
- To encourage community, commercial and corporate support for and sponsorship of arts and culture;
- To provide or facilitate the provision of free and accessible open space within WKCD for 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 talent among local arts groups and others working in arts-related sector;
- To facilitate the development of the cultural and creative industries.

To Audiences:

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

我們的承諾

對香港而言：

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

對社區而言：

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

對藝術工作者而言：

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

對觀眾而言：

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

CHAIRMAN'S 主席 報告 STATEMENT

I am pleased to present the 2015/16 Annual Report of the West Kowloon Cultural District Authority (WKCD).

The year under review has seen some significant developments in both construction and programming of the West Kowloon Cultural District (WKCD). I am particularly excited by the opening of the first permanent facility, M+ Pavilion. Although this venue is modest in scale, its completion marks a significant milestone in the development of this major cultural undertaking in Hong Kong.

Another of the year's defining moment was the ceremony commemorating the roof-raising of the landmark Xiqu Centre in May 2016, a celebration that also started the countdown to the building's completion in 2017 and its opening in 2018. Thanks to the unwavering support of our stakeholders over the past couple of years, we are delivering a centre that will suit the artistic needs of the Chinese operatic sector.

Construction works are progressing well for the M+ building and the Art Park including Freespace with a black box theatre and an outdoor stage. These facilities will be ready for the public to enjoy from 2018 in stages. The Lyric Theatre Complex adjacent to the M+ building has entered detailed design stage and is expected to complete around 2021.

我欣然提呈西九文化區管理局(管理局)2015/16周年報告。

回顧過去一年，西九文化區(西九)在建築工程和策劃節目方面皆有長足的發展。首項永久設施M+展亭啟用，尤其令人興奮。這個場地規模雖小，它的落成卻是西九這個香港重大文化建設的重要里程碑。

今年另一難忘時刻是2016年5月為地標設施戲曲中心所舉行的升頂慶祝儀式，標誌大樓進入落成倒數階段。戲曲中心預計於2017年竣工，並於2018年開幕。全賴持份者在過去數年的鼎力支持，戲曲中心的建設將能迎合戲曲界的不同藝術需要。

M+大樓與藝術公園連同附設黑盒劇場和戶外舞台的自由空間亦正全速興建。這批設施將於2018年起分階段落成，供市民享用。毗鄰M+大樓的演藝綜合劇場亦已進入詳細設計階段，預期於大約2021年完工。

CHAIRMAN'S
STATEMENT 主席
報告

The year under review has seen some significant developments in both construction and programming of the West Kowloon Cultural District.

回顧過去一年，西九文化區在建築工程和策劃節目方面皆有長足的發展。



CHAIRMAN'S

主席 STATEMENT
報告

To prepare for the opening of facilities on site, giant steps have been made towards audience and capacity-building, with tens of thousands of people engaged in a range of public programmes and valuable relationships being fostered across the artistic community. Throughout the year under review, the Authority put on an array of public programmes. For example, in February 2016, I officiated at the long-awaited exhibition unveiling the M+ Sigg Collection – the first time for this Collection to be shown in its new Hong Kong home since Dr Uli Sigg generously donated 1,463 works of Chinese contemporary art to the WKCD in 2012 for the museum. The M+ Sigg Collection is the largest and most comprehensive assemblage of Chinese contemporary art in the world, and it has laid a strong foundation for M+ to realise its ambition as a world-class museum of visual culture. The six-week exhibition was a highlight of the cultural calendar in Hong Kong in 2016 and attracted more than 40,000 visitors.

In addition, the Authority continued to strengthen its connections with artists, art groups and other counterparts from Hong Kong, Asia and beyond through programmes such as the *Xiqu Cultural Exchange Programme*, *New Works Forum*, *International Workshop Festival of Theatre* and *M+ / Design Trust Research Fellowship*, to name just a few.

WKCD is a project for everyone, and the Authority has been active in engaging the general public in addition to the local arts community. The temporary Nursery Park, which has been open to visitors since late July 2015, offers a glimpse of the wide variety of outdoor arts and cultural events they can experience in the future. The *Freespace Happening* series, which feature activities with great diversity ranging from live music, street performances, handicraft markets to pet party, were enjoyed by over 53,000 visitors. Indeed, the series have developed a rather passionate following who would return time and again, rain or shine, throughout the season. I took part in two of the *Freespace Happening* events and was delighted to see smiles on the faces of so many visitors, especially families and our younger generations.

The Authority values the participation of young people and has launched a variety of new activities in the past year. Further to the *M+ Summer Camp 'Unframed'*, M+ has launched its first major outreach programme *M+ Rover: Travelling Creative Studio* to tour around schools and communities. The Consultation Panel has also organised the *Culture Mixer Workshop*, *WKCD Xperience Day* and *West Kowloon Youth Exchange* for participants to better understand the WKCD project and the opportunities it brings as well as to gauge their views.

為配合區內設施逐步落成，我們已在建立觀眾群和培育人才方面踏出一大步，推出的節目活動吸引數以萬計的市民熱烈參與，同時亦加強了與藝術界的連繫。管理局在過去一年舉辦了一系列公眾節目，例如我於2016年2月主持期待已久的「M+希克藏品展」開幕——是次展覽是自烏利•希克博士於2012年慷慨捐贈1,463件中國當代藝術作品予管理局的M+博物館後，藏品首次於香港展出。M+希克藏品是目前全球規模最大、展示中國當代藝術歷程最全面的藏品系列，亦為M+躋身世界級視覺文化博物館奠定雄厚的基礎，意義重大。為期六周的展覽，是2016年香港文化活動的一大亮點，吸引超過40,000人次參觀。

此外，管理局亦先後推出「戲曲文化交流計劃」、「新作論壇」、「國際劇場工作坊」、「M+ / Design Trust研究資助計劃」等項目，繼續加強與本港、亞洲以至世界各地的藝術家、藝術團體和其他相關人士的連繫。

西九是為全港市民而建設的文化天地，故此除了連繫本地藝壇，管理局亦積極與公眾交流。臨時苗圃公園於2015年7月底起對外開放，讓訪客率先一嚐未來各種戶外文化藝術活動的體驗。「自由約」系列帶來連串精彩節目，涵蓋現場音樂演出、街頭表演、手作市集以至寵物派對等，讓超過53,000位參加者樂在其中。事實上，「自由約」已建立一批忠實支持者，不論晴雨一再踴躍參加。我曾出席其中兩回活動，很高興能看到不同訪客尤其是家庭和年輕一代參與「自由約」時笑逐顏開。

管理局非常重視青年人的參與，過去一年先後推出多項活動。如繼「M+夏令營——出界」後，M+展開了首個大型外展計劃「M+敢探號——流動創作教室」，巡迴校園和社區。此外，諮詢會亦舉辦了「Culture Mixer工作坊」、「西九Xperience Day」和「西九青年交流計劃」，讓參加者更了解西九項目及其帶來的機遇，並聽取他們的意見。

CHAIRMAN'S
STATEMENT 主席
報告

This is the fifth year I reported on the work of the WKCD. It has been an exceptional privilege for me to lead such a major cultural undertaking. Over the years, whenever I attended activities of WKCD and met with leaders of major cultural institutions overseas, I am more and more convinced of the importance of this project to Hong Kong, not only for the nurturing of the arts, but also for economic development and providing opportunities for young people. While good progress has been made on various fronts, more challenges lie ahead, particularly in identifying additional funding to complete building the venues as well as sustaining the operation of the cultural facilities.


I would like to express my sincere thanks to Mr Ronald Arculli, Vice-Chairman of the Board, and other Board members for their invaluable counsel and contributions. My gratitude also goes to Professor John Leong Chi-yan, Chairman of the Consultation Panel, for leading the panel to serve as a bridge between the public and the WKCD. In addition, I am grateful to all the exceptional people with whom I have worked at the Authority and on the WKCD project.

We are committed to taking WKCD forward and delivering a world-class arts hub that will make everyone proud. I am very excited about what the future holds for the arts in Hong Kong.

這已是我連續第五年報告管理局的工作，能夠帶領這項龐大的文化建設邁步向前，我深感榮幸。過去數年來，每當我出席西九的活動和與海外主要文化機構的領袖會面，都讓我更為堅信西九項目對香港非常重要。除了培育藝術，西九項目亦促進經濟發展，並為青年人提供機會。雖然西九在各方面都有顯著發展，前面將面對更多挑戰，尤其是要尋求其他資金方案以完成場地的建設和支持文化設施的運作。

我衷心感謝董事局副主席夏佳理先生及其他董事局成員的真知灼見及重要貢獻。我亦感謝諮詢會主席梁智仁教授，帶領諮詢會擔當公眾與管理局之間的橋樑。此外，我亦向局內所有盡心竭力的員工和為西九項目出力的優秀人才致謝。

我們銳意帶領西九向前邁進，發展成讓我引以為傲的世界級文化藝術樞紐。我對本港未來的藝術發展充滿期待。



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

林鄭月娥女士, GBM, GBS, JP

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

Hong Kong, 15 September 2016

2016年9月15日於香港

CHIEF EXECUTIVE OFFICER'S 行政總裁 **STATEMENT** 報告



I look forward
to seeing what
transpires and hope
that as many people
as possible join us on
this exciting journey.

我熱切期待更多人與
我們一起踏上這精彩
旅程。



CHIEF EXECUTIVE OFFICER'S
STATEMENT 行政總裁
報告

The year since I took office as Chief Executive Officer has been a busy and productive one. This exciting project has moved firmly into the delivery stage, not only in terms of the physical building of exciting new facilities for the arts and culture sector but also in terms of our programming, audience development, artistic cooperation and, of course, building up the West Kowloon team itself.

The launch of *Freespace Happening* in August 2015 saw the start of an array of dynamic outdoor programmes including music performances, street culture, films, book sharing and hands-on workshops. This monthly series in the Nursery Park allowed a wide cross section of the community to participate in and experience different art forms and culture. I was able to enjoy most of the events, sharing in the happiness of visitors who enjoyed themselves no matter what the weather. By the time we brought down the curtain on the eight-month programme in March this year, it had attracted a record-setting turnout of more than 53,000 participants.

In February 2016, we celebrated the opening of the *M+ Sigg Collection: Four Decades of Chinese Contemporary Art* exhibition (*M+ Sigg Collection Exhibition*) in the Collection's new home of Hong Kong. This event marked the 10th edition in the *Mobile M+* series of nomadic exhibitions held prior to M+'s opening, which has helped introduce the museum to the public as Hong Kong's new centre for visual culture. During the annual Art Basel Hong Kong, we welcomed overseas art experts, gallerists and guests to the exhibition, which gave them a taste of how remarkable the Collection is. The exhibition concluded on 5 April 2016, having attracted more than 40,000 visitors and generated extensive coverage across local and international media.

This past year our digital presence has grown significantly, with the Authority's social media channels being particularly popular. We made progress in a number of areas. For instance, the Authority introduced iBeacon technology in the *M+ Sigg Collection Exhibition* by developing a smartphone app to improve the visitor experience and allow patrons to share their experiences with others. The *Mobile M+: NEONSIGNS.HK* exhibition was selected as the Design of the Day in Design Awards Asia's website category, and it also scooped two honours at the International Design & Communications Awards, the world's top prizes for creativity and innovation in cultural communications. On the performing arts front, *DECADE* took home a Silver Award at the DFA Design for Asia Awards 2015.

接任行政總裁這一年既忙碌又充實。令人期待的西九項目穩步推進，建設中的文化藝術設施漸見規模，節目策劃、觀眾拓展，以及與藝術界的合作亦正密鑼緊鼓地進行，當然更少不了積極建立西九團隊。

2015年8月推出的「自由約」帶來連串精彩的戶外節目，涵蓋音樂表演、街頭文化、電影欣賞、漂書活動和手作工作坊等，每月在苗圃公園舉行，讓市民大眾參與和體驗不同類型的演出和文化。我差不多每場「自由約」都有出席，與其他訪客一樣，不論陰晴都享受活動帶來的樂趣。這個長達八個月的活動於今年3月落幕時，已錄得共超過53,000人次參與。

「M+希克藏品：中國當代藝術四十年」（「M+希克藏品展」）於2016年2月在香港揭幕，為M+收藏的希克藏品首度回港亮相，亦是M+博物館開幕前的第10個「M+進行」游擊展覽，有助公眾認識M+這所香港全新視覺文化博物館。我們亦在巴塞爾藝術展香港展會期間，招待了海外藝術專家、畫廊負責人和嘉賓，率先感受這珍貴藏品系列所帶來的體驗。展覽於2016年4月5日圓滿結束，吸引逾40,000人次參觀，並獲本地和國際傳媒廣泛報道。

數碼傳訊方面在過去一年取得重要進展，尤以管理局的社交媒體平台最受歡迎。我們致力在不同範疇與時俱進，例如在「M+希克藏品展」引入iBeacon技術，試驗應用於智能手機的電子互動展覽導賞系統，藉以提升觀眾體驗，並鼓勵使用人士分享相關體驗。「M+進行：NEONSIGNS.HK探索霓虹」展覽獲DAA亞洲設計網絡選為網頁類別「精選作品DOTD」，並在全球文化傳訊界中首屈一指、表揚創意和創新的國際設計及傳訊獎中勇奪兩項殊榮。表演藝術方面，「拾•年」互動網上平台獲頒2015年DFA亞洲最具影響力設計獎銀獎。

CHIEF EXECUTIVE OFFICER'S

行政總裁 STATEMENT
報告

The year under review of course has seen significant progress made on the physical development of WKCD, with more than 2.5 million man-hours spent on the construction of some of our most prominent art and culture projects. In late July 2016 we celebrated the completion of our first planned facility, M+ Pavilion. This was a modest yet important step toward the realisation of WKCD, which began in earnest with the approval of the Development Plan by the Chief Executive-in-Council in January 2013. Completion of this project on time and on budget sets the standard for other projects in progress. Equally satisfying has been the rapid progress on the M+ building since main works commenced in October 2015. The next big step will be when the building's major trusses are erected. These will support the tower section of the museum and are an important part of the structure of the building.

The main theatre structure of the Xiqu Centre was successfully lifted to its final position at the top of the mega columns in two phases over January and February 2016. We held a celebration of the roof-raising of the Xiqu Centre in May 2016 to mark the countdown to completion in 2017. The Xiqu Centre will become a beacon for traditional Chinese operas in the region, and we look forward to welcoming the public to this new space when it opens in 2018. In anticipation of the opening, we are working closely with the xiqu sector to develop both the software and the audience through our *Rising Stars* programmes to secure a strong future for this important cultural heritage.

The much-anticipated public Art Park – including Freespace, with a black box theatre and an outdoor stage – commenced construction in early July 2016. In the meantime, the Nursery Park remains open for public enjoyment, and we are currently planning the return of the second season of the *Freespace Happening* series. Meanwhile, the Lyric Theatre Complex has also entered the detailed design stage, and it is expected to complete around 2021.

Venue construction is moving forward at a steady pace, and so is our commitment to giving young people the chance to access and experience the arts and develop required skills. This was reflected in a series of research and educational programmes including *M+ Matters*, *M+ Rover*, *New Works Forum* and the *Xiqu Centre Seminar Series*, to name just a few. We also continued to train and nurture the younger generation through internships and docent volunteer programmes.

西九的建築工程於回顧年度內亦取得重大進展，主要文化藝術設施的建設已完成逾250萬建築工時。首項永久設施M+展亭亦於2016年7月底落成，項目的規模雖小，卻是西九發展圖則在2013年1月獲行政長官會同行政會議核准後，首座落成的永久設施，對落實西九項目意義重大。這個設施如期並在預算之內完成，為其他興建中的場地定下標準。我們同時樂見M+大樓迅速發展，主要工程於2015年10月展開，進度理想，工程下一個重要步驟是興建主要支架，以支撐M+的大樓結構，亦是整個建築工程最具挑戰性的階段。

戲曲中心的主劇場結構已於2016年1月和2月分階段成功吊升至主要支柱頂部的最終位置，隨後於2016年5月舉行戲曲中心升頂儀式，標誌着項目於2017年竣工的目標正式踏入倒數階段。戲曲中心將成為匯聚各地中國傳統戲曲的中心，期望於2018年啟用後成為市民喜愛的嶄新場所。在籌備開幕之際，我們正與戲曲界推動「粵劇新星」計劃，從而發展藝術節目和建立觀眾群，以傳承這項重要的文化遺產。

香港市民熱切期待的藝術公園，連同設有黑盒劇場和戶外舞台的自由空間已於2016年7月初動工。與此同時，苗圃公園仍繼續開放予市民享用，我們亦正籌辦新一輪「自由約」活動系列。此外，演藝綜合劇場亦已進入詳細設計階段，計劃於大約2021年落成。

在建設場地的同時，我們亦大力推動研究和教育，推出「M+思考」、「M+敢探號」、「新作論壇」和「戲曲中心講座系列」等不同系列的論壇和工作坊，拉近青年人和藝術的距離，並從中學習所需技能。我們亦繼續推行實習生計劃和導賞員義工計劃，為年輕一代提供培訓機會。



CHIEF EXECUTIVE OFFICER'S
STATEMENT 行政總裁
報告

The future of the Authority is being built on our team of great people. I must thank all my colleagues for their creativity, enthusiasm and commitment. I can report that we were able to add a number of key roles in the past year, including Director of Marketing and Customer Experience, Director of Communications and Public Affairs, and of course, we also appointed a new Executive Director for M+ and filled the vacant position of Chief Operating Officer. With all these posts filled, I am confident that we have the team to deliver the project fully up to the high expectations of the community.

The WKCD project is an important development for the future of arts in Hong Kong, one that requires substantial time, effort and resources. It is quite right that we face scrutiny from the community, our stakeholders, District Councils and the Legislative Council. The management has identified a number of critical challenges ahead. Notably those we face from rising construction costs, the need to move from a construction to an operational situation and the need to secure our financial future. We must continue to work within the financial parameters outlined by the Authority's endowment while pursuing diverse sources of funding from ticketing, commercial activities, venue hiring charges, sponsorship and fundraising generally. Our ongoing discussions with the Government on the future financial model will determine how this project can deliver on all the promises that have been made to the people of Hong Kong.

I would like to thank the Board Chairman, Mrs Carrie Lam, and the Board Vice-Chairman, Mr Ronald Arculli, for their consistent and strong support and for their invaluable guidance. I would also like to extend my gratitude to the Board, the Executive Committee and other committee members for their immense contributions in areas that have ranged from the aesthetic to the ethical. I want to highlight in particular the role of the Consultation Panel. The members have an important job to link the Authority to the community to ensure that we are able to listen to diverse views on the project as well as communicate our vision.

My job is to work with the Board and the team to deliver this visionary project for the people of Hong Kong. In doing so, we must ensure that WKCD has a place for everyone, from locals to tourists, performers to casual visitors. We must have programmes that appeal to people from all walks of life, from first-time visitors to regular event-goers. The next year is no doubt going to throw up more challenges as well as more thrills, experiences and emotions. I look forward to seeing what transpires and hope that as many people as possible join us on this exciting journey.

管理局的未來建基於強大的團隊。我衷心感謝每位同事的創意和熱誠，並勇於承擔。我很高興在過去一年增設了市場推廣及訪客體驗總監和傳訊及公共事務總監等主要職位，亦委任了新任M+博物館行政總監，並順利填補營運總裁的空缺。管理團隊各司其職，我深信定能不負眾望，實現香港市民翹首以待的西九項目。

西九項目對未來香港的藝術發展非常重要，不但跨越多年，還要竭盡全力並投放大量資源。誠然，我們受到社會各界、不同持份者、區議會和立法會的監察，管理層亦已準備就緒迎接未來的重要挑戰，尤其是建築成本上漲，項目將從建設邁向營運階段，以及尋求其他融資方案。我們將繼續嚴格控制成本，確保撥款能用得其所，同時透過票務、商業活動、場地租賃、贊助和籌款等範疇積極開拓資源。我們亦繼續與政府磋商未來的財政模式，去決定如何實現西九項目。

我衷心感激董事局主席林鄭月娥女士和副主席夏佳理先生，一直以來對我的充分支持及寶貴意見。我亦感謝董事局、行政委員會和各個委員會成員，對西九項目從藝術至監管層面的重大貢獻。我更要向諮詢會致意，成員擔當連繫管理局與社區的重任，確保我們能聽取社會各界對項目的意見，亦向社區傳遞項目的願景。

我很榮幸能與董事局和西九團隊攜手合作，為香港市民落實這項高瞻遠矚的項目。故此必須確保西九是屬於所有人的文化天地，無論是香港市民或訪港旅客、表演者或遊人。我們的節目活動各適其適，不論是初次到訪，還是活動常客，都能享受箇中樂趣。毫無疑問，未來一年的挑戰定必更多，經歷亦更精彩，回報也更令人鼓舞。我熱切期待更多人與我們一起踏上這精彩旅程。



Mr Duncan Pescod, GBS, JP
栢志高先生, GBS, JP
Chief Executive Officer of the West Kowloon Cultural District Authority
西九文化區管理局行政總裁

Hong Kong, 15 September 2016
2016年9月15日於香港



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IN REVIEW



THE YEAR

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回顧Exterior of M+ Pavilion
M+展亭外觀

2015/16 was a year of remarkable progress for WKCD. Works moved steadily forward on planned facilities and public infrastructure works such as roads, water supplies and sewage systems. In addition, the two flagship buildings reached major construction milestones: the Xiqu Centre is approximately halfway to completion, and works has begun on the M+ building's superstructure. In the meantime, M+ Pavilion was completed in late July 2016.

The Authority's arts programmes have gathered strength over the years as the Performing Arts Department (PA) and M+ explore possibilities for content creation, engage the wider community and prepare for the opening of arts venues. During the year we delivered a diverse range of public programmes including *Freespace Happening*, *M+ Sigg Collection: Four Decades of Chinese Contemporary Art*, *New Works Forum* and *M+ Matters*, to name just a few.

2015/16年度是西九發展向前躍進的一年。已規劃的設施與道路、供水和排污系統等公共基礎建設工程穩步推展。此外，兩大旗艦設施均到達重要建築里程碑：戲曲中心已完成一半工程，M+大樓的主上蓋工程亦已展開。同時，M+展亭亦如期於2016年7月底落成。

建基於表演藝術部及M+過去數年不斷探索的成果，無論在內容創作的可能性、提高社區參與度，以及為藝術場地落成啟用作準備等，均令管理局的藝術節目愈見豐富。過去一年我們推出多個不同的公眾節目及活動，包括「自由約」、「M+希克藏品：中國當代藝術四十年」、「新作論壇」、「M+思考」等，均深受公眾歡迎。

**Getting with the Arts Programme
呈獻藝術節目**

WKCD's 2015/16 programme saw us deepen our commitment to supporting and nurturing artists through a wide range of initiatives, and make continuous efforts in audience-building.

At the same time the Authority was planning a roof-raising ceremony to celebrate the successful lifting of the landmark Xiqu Centre's theatre structure to the top of its mega columns, we also held the *Tea House Theatre Taster* in May 2015, testing out ideas for the design, operation and programming of the venue's future Tea House Theatre. The event featured a replica of the 200-seat theatre at The Hong Kong Academy for Performing Arts (HKAPA) and two evening performances of xiqu excerpts, Cantonese music and sung music, all in a tea house setting.

During the year PA also continued to focus on connecting with xiqu experts, practitioners, artists and organisations, both locally and regionally, to determine the Centre's future direction. The *Xiqu Centre Seminar Series* provided a unique platform for preeminent artists and academics to engage in dialogue and share their practices and knowledge with audiences. The fifth episode, 'New Thinking on the Development of Chuanju', held in August 2015, looked at the contemporary development of Chuanju as well as the innovation and revitalisation of traditional Chinese theatre.

In collaboration with The Chinese Artists Association of Hong Kong (CAAHK), the Authority launched the *Xiqu Cultural Exchange Programme* to develop young and emerging artists through learning from key xiqu institutions and experts in the region. The first delegation of 10 emerging talents was sent to the Zhejiang Xiaobaihua Yue Opera Troupe, an acclaimed all-female troupe in Hangzhou, in April 2015. The second delegation of 12 young local Cantonese opera artists set off for Chongqing in mid October to further their learning and training. The exchange was led by Shen Tiemei, President of the Chongqing Chuan Theatre.

2015/16年度管理局策劃的節目見證西九進一步透過不同項目，不遺餘力地支持和培訓藝術家，並繼續致力拓展觀眾群。

正當管理局為慶祝戲曲中心的主劇場結構成功吊升到主要支柱頂部，埋首籌備升頂儀式之際，管理局亦於2015年5月舉行了「戲曲中心茶館劇場試演——粵韻·茶賞」，測試將來戲曲中心茶館劇場的設計、營運及節目策劃。在香港演藝學院內搭建一個設有200個座位的茶館劇場，一連兩晚上演折子戲、粵樂演奏和粵曲演唱。

表演藝術部於年內亦繼續專注於加強與本港及亞洲區內戲曲專家、戲曲界人士、藝術家和機構的交流，從而確立戲曲中心的未來發展方向。「戲曲中心講座系列」提供了一個獨特平台，讓卓越的戲曲藝術家與學者對談，藉此與觀眾分享經驗和知識。第五講《川劇傳承的新思維》於2015年8月舉行，探討川劇的當代發展，以及探索傳統中國戲劇的創新和活化。

管理局與香港八和會館攜手推出「戲曲文化交流計劃」，為本港青年及新晉粵劇人才提供培訓機會，安排他們拜訪兩岸三地知名戲曲團體及翹楚，從中取經學習。參與首個交流項目的10名新晉青年粵劇演員，於2015年4月前赴杭州，拜訪當地享負盛名的全女班浙江小百花越劇團。另一個交流項目則率領12位香港青年粵劇演員於同年10月中遠赴重慶觀摩和學習，出席由重慶市川劇院院長沈鐵梅主持的培訓和交流活動。



Invited audience enjoying performance of xiqu excerpt in the *Tea House Theatre Taster*
觀眾應邀欣賞「戲曲中心茶館劇場試演——粵韻·茶賞」的折子戲演出

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Another highlight for xiqu was the successful staging of two innovative performances of contemporary productions: *The Ghost Seller* by the GuoGuang Opera Company from Taiwan, and *His Butterflies (Version 80)* by the Utopia Cantonese Opera Workshop from Hong Kong. Over 83% of tickets was sold over the course of the programme. In addition, more than 300 teachers and students attended an educational matinee, and the creative teams from these two performing groups shared their experiences and insights on the development process with the public at a creative sharing session.

One of PA's key accomplishments during the year was *Freespace Happening*, a series of free outdoor events that took place in the Nursery Park every second Sunday of the month from August 2015 to March 2016. Each event featured live music, sports, a handicraft market, food and drink, family-friendly activities such as picnics and tree tours, and street entertainment. The series helped reach out to the city's youth, encourage public participation, nurture new partnerships and provide a platform for artistic development. It also helped garner support from the community and instil a sense of public ownership of the District. From its popular debut onward, *Freespace Happening* was well received by the public, leading PA to increase the frequency to twice a month from December 2015 till March 2016 in support of the Government's *Appreciate Hong Kong* public participation campaign. The series was attended by a total of more than 53,000 people who enjoyed themselves no matter whether it was hot, cold or rainy on the day.

戲曲節目的另一亮點是兩齣創新當代劇場作品演出成功，包括台灣國光劇團的「賣鬼狂想」及香港桃花源粵劇工作舍的「香天・生死相許蝴蝶夢(捌拾大版)」，售票率超過八成三。另有逾300名師生參與教育專場，兩個劇團的創作團隊亦於創作分享會上，與公眾分享他們創作過程中的經驗和思考。

表演藝術部舉辦的「自由約」亦於年內取得空前成功。此免費戶外活動系列於2015年8月至2016年3月期間，定期於每月第二個星期日在苗圃公園舉行，涵蓋音樂表演、運動、創意市集、餐飲、家庭活動如野餐和樹木導賞，以及街頭表演等精彩節目。「自由約」旨在鼓勵本地青少年及公眾參與、培養新合作夥伴，以及為藝術發展提供平台；連串活動同時亦有助凝聚社區支持，為西九建立忠實的觀眾群。「自由約」自推出以來廣受公眾歡迎，表演藝術部遂於2015年12月至2016年3月期間將活動增至每月兩次，以響應政府的「欣賞香港」公眾參與活動。「自由約」共錄得超過53,000人次參加，無論活動當天是晴天、冷天還是雨天，均無損參與人士享受活動的興致。



Thousands of fans enjoyed the performance of Pong Nan and Eran Lam at *Freespace Happening*
數以千計的樂迷在「自由約」中盡情投入藍奕邦和林二汶的演出



Young people sitting on the grass to enjoy music at Freespace Happening
「自由約」期間，年輕人在坐在草地享受彈唱原音樂



Nursery Park tree tour
苗圃公園樹木導賞

During the year under review, PA also staged an 'autoteatro' show, *Someone Else (Hong Kong Version)*, by acclaimed British theatre maker Ant Hampton. 'Autoteatro' is an innovative theatre performance in which audience members become performers by following a pre-recorded set of instructions. The audience for *Someone Else (Hong Kong Version)* was invited to interact with strangers as a way of rethinking the social isolation of urban dwellers. Approximately 340 participants took part in nine performances held from February to March 2016.

In the run-up to the completion of Freespace within the Art Park, PA continued to push forward with the development of *New Works Forum*, a platform for cross-disciplinary artists to expand their practices into new areas and explore innovative ways of creating, performing and thinking about contemporary performances. The year started with *Screendance*, comprising a two-week workshop and a public forum, which aimed to nurture new creations in the art of screendance and raise the profile of Hong Kong practitioners internationally. This was followed by the launch of *Writing Choreographic Process*, a five-day workshop for a group of local dance professionals to explore and research the relationship of the body and the voice. Also, *Dance Dialogue with Wayne McGregor* provided attendees with an opportunity for face-to-face artistic exchange with world-renowned choreographer Wayne McGregor, as well as an introduction to his research findings conducted with cognitive scientists.

於回顧年度期間，表演藝術部亦舉辦知名英國戲劇家安提·漢普頓的「自動劇場」——「另一個人（香港篇）」。「自動劇場」屬於嶄新劇場形式，觀眾一邊跟隨預先錄製的指示，一邊演出。「另一個人（香港篇）」於2016年2月至3月期間共舉行九場演出，讓觀眾成為演員，透過與陌生人的互動，重新思考都市人生活的種種隔閡，約共340人參與。

藝術公園內的自由空間落成前，表演藝術部繼續發展「新作論壇」這個為推動劇場創作發展而設的平台，讓不同界別的藝術家共同開拓嶄新的創作和表演方式，以及思考關於當代演出的各種議題。本年度率先舉行的「光影舞蹈」包括為期兩周的工作坊及公開論壇，旨在培育舞蹈影像藝術創作，提升香港在國際舞蹈影像藝術上的地位；其後，為期五天的工作坊「肢體和聲音的舞動與敘事」，則讓本地舞蹈工作者探討和研究肢體與聲音之間的關係；「與Wayne McGregor的舞蹈對談」提供機會予參加者與國際著名編舞家Wayne McGregor面對面進行藝術交流，並分享McGregor與多位認知神經科學家藉舞蹈在科學領域上的研究成果。

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Public lecture at the *International Workshop Festival of Theatre*
「國際劇場工作坊節」公開講座

Another of PA's key focuses during the year was the inaugural biennale *International Workshop Festival of Theatre*, held from August to November 2015. The Festival featured a series of workshops, public lectures and artist dialogues along with creation of an online archive for theatre practitioners. Eleven leading performing artists from around the world shared their creative approaches and processes for making contemporary performances with local theatre artists and practitioners. The Festival was an important step in the development of the longer-term capabilities of the local and regional arts community as they relate to the methodologies of making contemporary performance.

The *Producers' Network Meeting and Forum* took place in May 2015, bringing together more than 20 like-minded producers and curators as well as more than 200 participants from Hong Kong, Macau, Taiwan, Mainland China and overseas to foster artistic exchanges and partnerships. It also helped shape the development of the region's burgeoning performing arts sector.

2015/16 was another busy and exhilarating year for M+. The museum has taken great strides to engage the local community, and to strengthen its connection with the artistic community by organising an array of exhibitions and public programmes. The year began with the finalisation of M+'s first moving image focused project, *Mobile M+: Moving Images*. This multi-site project featured a screening programme and a two-part exhibition that thematically addressed the topic of contemporary migration.

表演藝術部年內另一重點是於2015年8月至11月首次舉辦兩年一度的「國際劇場工作坊節」，推出一系列工作坊、公開講座、與藝術家對談，以及網上影片雜誌，讓劇場工作者重溫。「國際劇場工作坊節」邀請來自世界各地的11位傑出表演藝術家與本地劇場界人士分享當代演出的創作方法和過程，提升本地及亞太區內藝術群體長遠發展當代表演方法的能力。

「製作人網絡會議及論壇」於2015年5月舉行，匯聚逾20名理念相近的製作人和策展人，以及超過200名來自香港、澳門、台灣、中國內地以至海外地區的參與者，推動藝術交流與合作，並一同探討如何促進區內日漸蓬勃的表演藝術發展。

2015/16年度對M+而言亦是多姿多彩、成果豐碩的一年。透過舉辦不同展覽和公眾活動，博物館在促進本地觀眾的參與，以及加強與藝術界的合作方面均取得重大進展。M+以首個流動影像項目「M+進行：流動的影像」為本年度揭開序幕，項目在多個地點舉行，包括一系列專題放映及兩個部分的展覽，探索有關當代移民的議題。



Tsang Kin-Wah: The Infinite Nothing, Hong Kong in Venice at the 56th Venice Biennale
曾建華於第56屆威尼斯視藝雙年展的個人展覽「曾建華——無盡虛無」



YOKO ONO MORNING PEACE 2015 sunrise gathering in Hong Kong
「小野洋子MORNING PEACE 2015」日出聚會於香港舉行

Internationally, M+ collaborated with the Hong Kong Arts Development Council (ADC) for the second time to co-present Hong Kong's participation at the *Venice Biennale* with *Tsang Kin-Wah: The Infinite Nothing, Hong Kong in Venice*, a solo exhibition by Hong Kong artist Tsang Kin-wah. The exhibition ran from 9 May to 22 November 2015 at the 56th edition of the most important recurring exhibition of contemporary art in the world. At the same time, the *Venice Biennale Talks Series* was held in Hong Kong, using the development of Tsang's artistic practice and diverse influences on his practice as a starting point to expand public understanding of key concepts in contemporary arts, as well as to provide greater context for Tsang's newly commissioned work for Venice.

M+ also participated in *YOKO ONO MORNING PEACE 2015*, a global sunrise gathering on 21 June 2015, referencing and celebrating Yoko Ono's original work *Morning Piece* (1964). The event was organised by The Museum of Modern Art in New York in partnership with M+ and leading museums in Istanbul, Los Angeles, Milan, Moscow, Sydney and Tokyo. Invited members of the public were encouraged to share their own contributions to Morning Peace on social media via hashtags linking to the event's official global tagboard.

In December 2015, *Mobile M+: Live Art* brought more than six cross-disciplinary performance art events and three exhibitions to the public at various locations and settings across Hong Kong, covering an exciting range of contemporary practices and forms of engagement. Bringing artists from Hong Kong, Japan, Korea, Mainland China, Singapore and the United States, the project also provided historic background and context to this artistic practice and was considered a great artistic success.

M+再度與香港藝術發展局(藝發局)合作參與國際藝壇盛事，於「威尼斯視藝雙年展」合辦香港藝術家曾建華個人展覽「曾建華——無盡虛無」。這項享譽全球的視覺藝術展會已踏入第56屆，展期由2015年5月9日至11月22日。為配合在威尼斯舉行的展覽，M+同期於香港舉辦「威尼斯視藝雙年展講座系列」，以曾建華的藝術創作及其所受的不同影響為出發點，加深公眾對當代藝術概念的理解，並為這次於威尼斯展出的全新作品提供不同語境，擴闊對作品的理解和詮釋空間。

此外，M+亦響應全球活動「小野洋子MORNING PEACE 2015」，於2015年6月21日舉行日出聚會，以紀念和歌頌小野洋子的原作《Morning Piece》(1964年)。這次活動由紐約現代藝術博物館主辦，並聯同M+與伊斯坦堡、洛杉磯、米蘭、莫斯科、悉尼及東京等地的頂尖博物館合辦。大會鼓勵獲邀人士利用主題標籤於社交媒體分享個人的日出經歷，並連結至官方的留言版。

「M+進行：藝活」於2015年12月進行超過六場跨領域的公開展演及三個展覽，橫跨香港多個地點和場地，涵蓋各種當代藝術實踐及公眾參與的活動。活動展出來自香港、日本、南韓、中國內地、新加坡及美國不同世代的藝術家，亦為這種藝術創作提供了歷史和語境，成績理想。

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M+ Sigg Collection: Four Decades of Chinese Contemporary Art exhibition
「M+希克藏品：中國當代藝術四十年」展覽

Another celebrated exhibition organised by M+ during the year was *M+ Sigg Collection: Four Decades of Chinese Contemporary Art*, the 10th in the *Mobile M+* series of pre-opening nomadic exhibitions for the museum. This was the inaugural presentation of the M+ Sigg Collection in its new home base of Hong Kong, and it was also the first time local audiences could learn the fascinating stories behind the emergence and development of Chinese contemporary art presented in a chronological format. The exhibition was an outstanding success, attracting more than 40,000 visitors.

A new project, *M+ Screenings* series marked the start of another significant chapter in the evolution of M+. In mid January 2016, *Visible Places* showcased a diverse range of moving image works by 13 local and international artists and filmmakers. This was followed by *Forty Years*, held in March 2016 in conjunction with the *M+ Sigg Collection Exhibition*, which examined the evolution of Chinese contemporary art through a selection of eight rarely seen moving images, documentaries and feature films. The *M+ Matters* public talk titled 'Confronting Activist Art and Design from a Museological Perspective' in March 2016 also received a warm response.

M+的壓軸展覽「M+希克藏品：中國當代藝術四十年」，為博物館大樓落成前的第10個「M+進行」游擊展覽，亦是M+希克藏品首次在香港亮相，讓本地觀眾按編年時序了解中國當代藝術的興起以至現今的蓬勃發展。展覽吸引逾40,000人參觀，成績斐然。

全新專題放映系列「M+放映」揭開M+發展的另一重要篇章。2016年1月中旬，「形之所在」展示了13套由香港及國際藝術家與電影工作者創作的多元流動影像作品；「四十年」於2016年3月舉行，為「M+希克藏品展」的延伸節目，透過八部精選且難得一見的流動影像、紀錄片和劇情片，呈現中國當代藝術的演變。此外，2016年3月舉行的「M+思考：博物館視野中的行動主義藝術與設計」公眾論壇亦深受歡迎。



Post-screening conversation of *M+ Screenings: Forty Years*
「M+放映：四十年」的映後談



School tour at the *M+ Sigg Collection Exhibition*
「M+希克藏品展」學校參觀活動

At the heart of M+'s vision is the conviction that the museum is a place for contemplation and reflection, and learning and participation, as well as for opening the minds of visitors with different needs, interests and backgrounds. M+'s learning and interpretation programmes that are held in conjunction with various exhibitions enhance visitors' understanding of what M+ is about and might become. For instance, as part of the *M+ Sigg Collection Exhibition*, M+ presented a series of learning programmes including an artists' panel, guided tours, events for teachers, and more than 100 school tours. M+ also introduced a number of universal access provisions such as braille maps, and tactile representations of certain artworks, all accompanied by live audio descriptions, to help the visually impaired explore the exhibition.

In 2015/16, a total of 662 visual art, design and architecture, and moving image works entered the M+ Collection. Some of the major artistic figures whose works were acquired by M+ include: the celebrated ink artist Lui Shou-kwan (1919–1975) and artist / designer another mountain man / Stanley Wong (born 1960), both crucial figures in Hong Kong; internationally renowned Chinese-born artists Chen Zhen (1955–2000) and Cai Guo-qiang (born 1957); one of the most distinguished senior contemporary artists working today Yayoi Kusama (born 1929) and Masanori Umeda (born 1941), an important postmodern designer, both from Japan; and two leading figures in global contemporary art of the present, Danh Vo (Danish, born Vietnam, 1975) and Apichatpong Weerasethakul (Thai, born 1970).

As at 31 March 2016, M+ had acquired 5,026 works through purchase and donation, of which approximately 26% is by Hong Kong artists, designers, architects and other creators. M+ has ramped up its efforts to make the Collection as global as it is locally rooted and committed, and the carefully considered and practised dialogue between Hong Kong visual culture and its international counterparts will continue in the coming years.

M+深信博物館是思考和反思、教學和參與，以及讓有不同需要、興趣和背景的訪客增廣見聞的地方。M+在展覽進行期間所舉辦的教學與詮釋活動，讓訪客了解M+本身及其將來的發展。舉例來說，M+舉辦一連串「M+希克藏品展」的延伸學習活動，包括藝術家講座、導賞、為教師而設的活動，以及逾百場學校參觀。此外，M+亦引入了多項無障礙措施，包括觸感地圖、為部分作品附設觸感版本，以及口述影像導賞等，方便視障人士欣賞展覽。

於2015/16年度，M+新增藏品共662件，涵蓋視覺藝術、設計與建築，以及流動影像範疇。M+購藏的作品當中，部分出自重量級的藝術家之手，包括香港兩代藝壇的中流砥柱，水墨大師呂壽琨（1919至1975年）和藝術家兼設計師又一山人／黃炳培（生於1960年）；國際知名的華裔藝術家陳箴（1955至2000年）和蔡國強（生於1957年）；日本的當代藝術大師草間彌生（生於1929年）和才華洋溢的後現代設計師梅田正德（生於1941年）；以及享譽全球的當代藝術領軍人物Danh Vo（丹麥裔，1975年生於越南）及Apichatpong Weerasethakul（泰裔，生於1970年）。

截至2016年3月31日，M+透過購買和接受捐贈共收藏5,026項作品，其中約26%來自香港的藝術家、設計師、建築師和其他創作人。M+銳意建立的館藏，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視覺文化與相關海外藏品之間的對話。

THE YEAR

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回顧**Building the Future
建設未來**

During the year, visible changes could be seen across WKCD's physical landscape. The District made substantial progress in all aspects of general design and works, and approximately 2.5 million construction man-hours were spent across various projects. As always, safety remains the Authority's number one priority. To date, the project's accident frequency rate remains close to zero. Currently there are approximately 850 workers and 75 professional resident site staff being employed across the WKCD site.

西九的外觀於過去一年的轉變清晰可見。區內各項設計和建築工程均取得重大進展，多項工程已合共完成約250萬建築工時。管理局一向最為重視工地安全，項目至今的意外事故發生率仍然接近零。目前，西九工地聘用約共850名工人和75名駐工地專業人員。



Digital rendering of Freespace
自由空間(數碼繪製圖)

In order for the public to enjoy partial access to the District throughout the construction period, the temporary Nursery Park was opened to visitors in July 2015. The Authority has experimented with various forms of artistic programming, and it has also tested out an open, welcoming, accessible approach to managing the Nursery Park in a bid to set new standards as well as to promote a new park and outdoor culture for the future Art Park and Hong Kong society. In the meantime, the tender for the Art Park's main works – including Freespace and its associated public infrastructure works – was issued in January 2016 and is due to commence in July.

為了讓公眾在文化區建設期間仍可繼續享用部分設施，臨時苗圃公園於2015年7月起對外開放。管理局在策劃戶外節目方面作出不同嘗試，配合開放、兼容與暢達的苗圃公園管理方法，冀望藉此建立新標準，為未來的藝術公園及香港社會推廣全新的公園和戶外活動文化。同時，藝術公園連同自由空間和相關公共基礎建設工程已於2016年1月進行招標，於7月展開。

Following the start of the main superstructure works in December 2014, construction activity for the Xiqu Centre has progressed smoothly and is ramping up. The Centre reached a significant milestone when the 2,400-tonne main theatre structure was successfully lifted to its final position at the top of the building. This also marked the countdown to the completion of the Xiqu Centre in 2017 and its opening in 2018. The Authority will press ahead with the remaining construction and preparatory works to ensure that the Xiqu Centre will be delivered on schedule.

Our main works contractor's excellent safety performance has echoed the Authority's quality site management approach. The construction site received an excellence award in the Prevention of Pneumoconiosis Best Practices category and a gold award in the Best Presentation Award category in the Occupational Health Awards 2015. It was also awarded the Silver Prize in the Building Sites – Private Sector category and the Gold Prize in the Building Sites – Subcontractors category in the Construction Industry Safety Award Scheme 2015/2016.

戲曲中心的主上蓋工程於2014年12月動工後，建築工程正如火如荼地進行，進展順利。隨着重量約2,400噸的主劇場結構成功吊升至大樓頂部的最終位置，建築工程已跨過一個重要里程碑，亦標誌著戲曲中心已進入落成倒數階段，將於2017年竣工，2018年開幕。管理局將加緊完成餘下的建築工程和開幕前的準備工作，以確保戲曲中心能如期完工。

戲曲中心的主工程承建商以卓越的安全表現回應管理局對優質工地管理的要求。該建築工地於「職業健康大獎2015」中，獲頒「預防肺塵埃沉着病」組別的卓越表現大獎和「最佳演繹獎」組別的金獎；亦於「建造業安全獎勵計劃2015/2016」中，分別獲頒「樓宇建造地盤(私營合約)」組別的銀獎和「樓宇建造地盤(次承判商)」組別的金獎。



Digital rendering of the Xiqu Centre
戲曲中心(數碼繪製圖)



Xiqu Centre under construction
興建中的戲曲中心

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Digital rendering of the M+ building from the Art Park
從藝術公園觀望M+大樓 (數碼繪製圖)



M+ construction site
M+博物館建築工地

Main works for the M+ building commenced following the completion of the foundation works in September 2015. As at end of March 2016, major excavation was down to the B2 slab for sub-structure works and the formation of 'Found Space'. Meanwhile, the Authority had also begun fabrication of the key visual samples for the unique façade system. The schedule to deliver the M+ building in the latter part of 2018 remains unchanged. In addition, sub-structural works for the conservation and storage facility (CSF) building of M+ as well as the adjoining building accommodating retail, dining and entertainment (RDE) and other arts and cultural facilities (OACF) will soon begin.

During the year under review, works on the M+ Pavilion are going well. The building structure was completed in November 2015, with other works – associated underground utilities, building interiors, internal finishing work and building services installation – all progressing on schedule. M+ Pavilion was completed in late July 2016, from which it will provide a home for M+ exhibitions in the run-up to the opening of the M+ building.

Foundation works for the Lyric Theatre Complex (LTC) and the surrounding basement below Artist Square started in January 2016. The WKCDA has made good progress finalising the design for the LTC, which comprises a 1,450-seat Lyric Theatre, a 600-seat Medium Theatre, a 200-seat Studio Theatre and a Resident Company Centre. In anticipation of the completion of the LTC's design in 2016, the Authority has already started looking at the next stage of development at the site to ensure that the project is fully brought to fruition and in good time. The LTC is expected to be completed around 2021.

M+大樓的地基工程已於2015年9月完成，主上蓋工程亦隨即展開。截至2016年3月底，大型挖掘工程已深入地庫二層，以便進行下層結構工程和構建「Found Space」。同時，管理局亦開始為大樓獨有的外牆測試實體樣本，工程預計將於2018年下半年如期完工。此外，M+的保護及存儲設施大樓，以及毗連用作零售、餐飲及消閒設施與其他文化藝術設施的大樓，兩者的底層結構工程亦即將展開。

M+展亭於回顧年度的工程進度理想。建築結構於2015年11月完成，其他工程如相關地下設施、室內工程、內部修飾工程和屋宇裝備工程均按計劃進行。M+展亭已於2016年7月底落成，並在M+大樓啟用前作為M+舉辦展覽和活動的主要場地。

演藝綜合劇場和周邊藝術廣場地庫的地基工程已於2016年1月展開，演藝綜合劇場的設計已取得良好進展，將包括一個設有1,450個座位的演藝劇場；一個設有600個座位的中型劇場；一個設有200個座位的小劇場；以及一個駐區藝團中心。管理局預期演藝綜合劇場的設計將於2016年內完成，並已開始考慮下一階段的發展計劃，以確保項目能約於2021年落成。

Alongside the physical building of arts and cultural venues and public open spaces, the Authority is also developing the District's technological infrastructure. The Information and Communications Technology (ICT) Department, together with the ICT Steering Committee, which comprises members of senior management, has been set up to steer the overall direction of ICT and to make strategic decisions on ICT development priorities that will benefit the WKCDA as a whole.

The objectives for ICT are to deliver just-in-time ICT services per the construction schedule and ensure the readiness of operational business processes. To achieve this, ICT infrastructure for the M+ Pavilion will be fully implemented in mid 2016. ICT infrastructure for the Xiqu Centre has to be ready by end 2017 according to the current construction schedule as well as the user requirements and tender documents that were developed in 2015/16.

The three-year Programme Management Office for ICT applications continued to move forward at a steady pace. Business applications including enterprise-wide web content management, digital assets and rights management, ticketing, points of sale, customer relationship management, venue and event management, space and leasing management, and facility management services all must be ready to support our business operations once the Xiqu Centre opens its doors. Therefore, in 2015/16 the Authority was very busy collecting user requirements, developing tender documents and evaluating solutions.

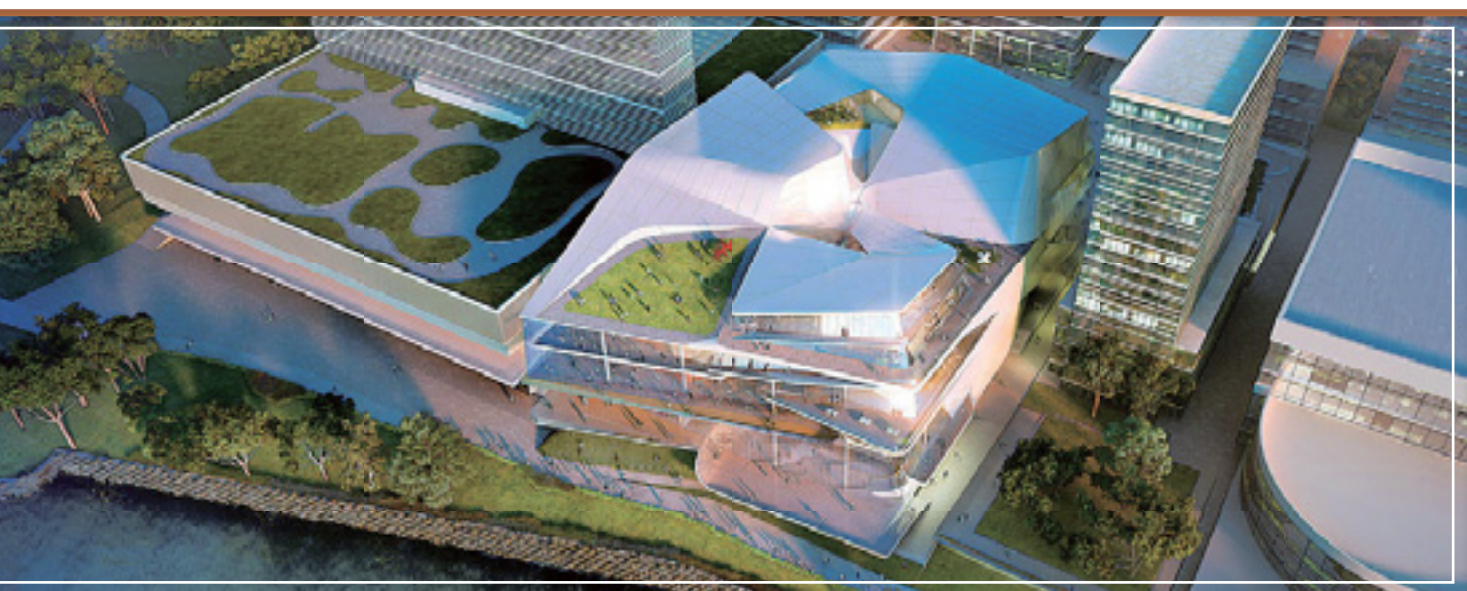
In addition, the ICT Department issued an ICT Security Policy, Enterprise Architecture and Governance Framework during the year. A Print Policy was also implemented to manage enterprise-wide print services as well as outsourced helpdesk and deskside support. This enables us to focus our internal resources on building ICT infrastructure and developing business applications.

在興建文化藝術場地和公眾休憩用地的同時，管理局亦積極發展區內的科技基礎設施，並成立資訊及通訊科技部，連同成員包括高級管理人員的資訊及通訊科技督導委員會，負責規劃資訊及通訊科技的整體方向，並按管理局的整體發展，制定資訊及通訊科技發展的優先次序。

資訊及通訊科技部的目標，是根據施工進度提供適時的資訊及通訊科技服務，以確保業務流程系統操作正常。要達到這個目標，M+展亭的資訊及通訊科技基礎設施將於2016年年中全面落實。按目前的施工進度，以及2015/16年度編製的用戶需求和招標文件，戲曲中心的資訊及通訊科技基礎設施將於2017年年底完成。

為期三年的資訊及通訊科技管理辦公室顧問服務繼續穩步推進。機構共用的網站內容管理、數碼資產及版權管理、票務、銷售點、顧客關係管理、場地及活動管理、空間規劃及租賃管理，以及設施管理服務等業務應用方案，將隨着戲曲中心落成而構建完成，以支援日常業務營運。為此，管理局於2015/16年度積極收集相關用戶要求，從而制定招標文件和評估解決方案。

此外，資訊及通訊科技部年內亦發表了資訊及通訊科技保安政策、企業架構和管治框架。亦實施打印政策，以管理整個機構的打印服務，並把技術支援服務和現場技術支援外判，讓內部資源能專注於建設資訊及通訊科技基礎設施和開發業務應用方案。



Digital rendering of the Lyric Theatre Complex
演藝綜合劇場(數碼繪製圖)

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傳訊推廣

The WKDA established the Marketing and Customer Experience (MCE) Department in order to prepare for the District's operational stage, which started with the launch of the Nursery Park in 2015. Since then, the MCE Department has been promoting a wide range of WKCD events by employing a mix of traditional and new approaches. The latter includes exploring cutting-edge digital technology, and using digital and print media in innovative ways to reach and engage new audiences. The Department has also been using these campaigns as opportunities to test ideas for the future District, particularly in the digital realm. One major achievement was developing and launching two popular free applications, the Freespace Happening mobile app and the M+ Sigg Collection app, both of which were designed to engage audiences and enhance the customer experience at two significant events that exemplify the District's future artistic programming.

Launched in August 2015 as a one-stop digital guide for visitors to *Freespace Happening*, the Freespace Happening mobile app provides full details on programme line-ups and schedules, an interactive map, the latest news and social media updates, and more. By end March 2016, download figures for the app topped 10,400, representing 20% of the total audience. On-site usage averaged 40% over the same period. The Freespace Happening mobile app was also featured on the iTunes homepage under the Arts Around Us category. The app will continue to be enhanced with new features over the coming year.

The M+ Sigg Collection app, developed as a digital guide to enhance the visitor experience at the *M+ Sigg Collection: Four Decades of Chinese Contemporary Art* exhibition, was launched to coincide with the exhibition's opening in February 2016. Produced in English, traditional Chinese and simplified Chinese, and supported by a range of platforms, the M+ Sigg Collection app allowed users to view information about the works in front of them via iBeacon technology; scroll through a timeline of the history of Chinese contemporary art; hear exclusive audio interpretations from M+ curators; watch video interviews with artists; and access images and texts for more than 80 artworks. They could also access an interactive map with details of transportation and opening hours; plan visits and register for guided tours, talks and workshops; share favourite artworks via Facebook, Twitter, Weibo; and keep a record of works to view at home.

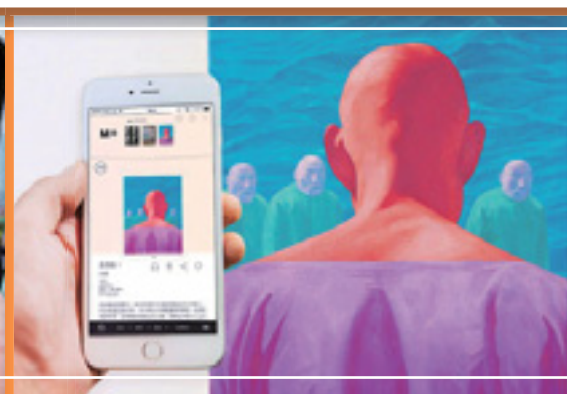
隨着苗圃公園於2015年對外開放，管理局成立了市場推廣及訪客體驗部，為西九邁向營運階段作好準備。市場推廣及訪客體驗部致力推廣西九各項活動，利用傳統和創新的方式宣傳。後者包括探索尖端數碼技術，以及靈活創新地運用數碼和印刷媒體以接觸新觀眾群，並吸引他們參與。此外，該部門亦藉着這些宣傳活動，為未來的文化區在數碼領域等方面的創新意念進行測試。當中的主要成果包括開發和推出兩個廣受歡迎的免費應用程式：「自由約」應用程式和「M+希克藏品」展覽應用程式。兩者都是為西九的重頭節目而設，旨在吸引觀眾參與，以及提升訪客體驗，而該等活動正為西九未來的藝術節目作示範。

「自由約」應用程式於2015年8月推出，為訪客提供一站式數碼活動指南，網羅節目表、演出單位資訊、互動地圖、即時活動資訊及社交頻道更新。截至2016年3月底，應用程式下載次數突破10,400次，佔參加者總數的20%；同期現場使用率平均達40%。「自由約」應用程式一度為iTunes專頁「Arts Around Us」類別的精選。該應用程式在未來將陸續改進並增加新功能。

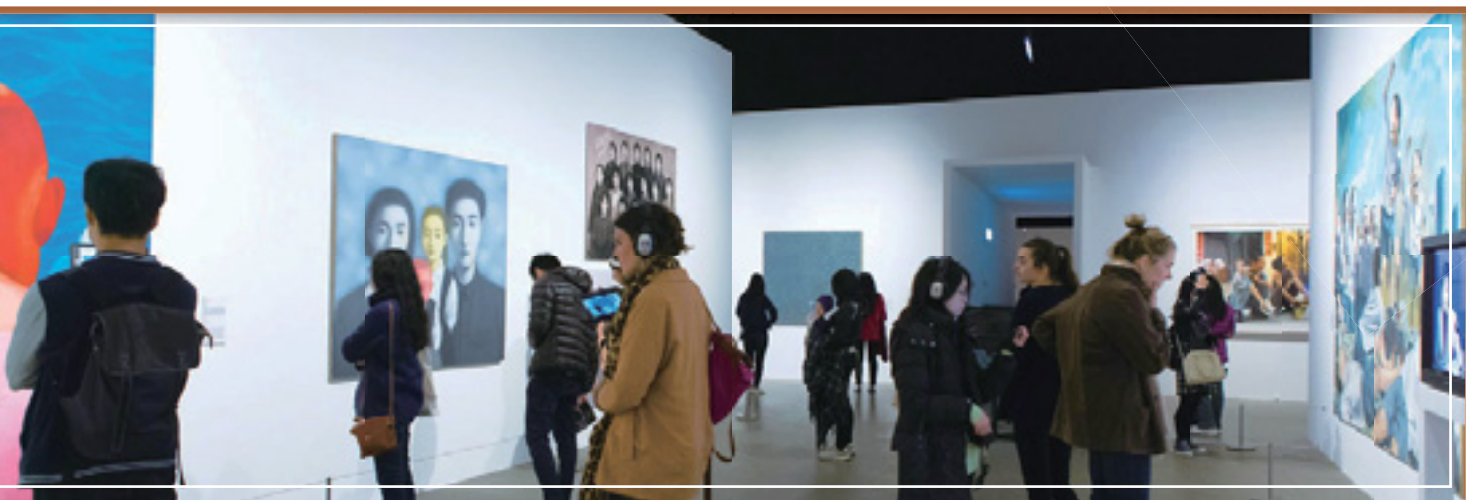
為配合「M+希克藏品：中國當代藝術四十年」展覽於2016年2月開幕，管理局推出電子互動展覽導賞系統「M+希克藏品」展覽應用程式，藉以豐富訪客的觀展體驗。應用程式提供英文、繁體中文和簡體中文選擇，以及支援多個平台。用戶可透過iBeacon技術，即時接收正在觀賞的作品資料。亦可通過年表探索中國當代藝術的歷史和發展；收聽M+策展人的語音導賞；觀看藝術家訪問短片；以及深入了解超過80件藏品。更可瀏覽互動地圖、交通資訊和開放時間；規劃行程和登記導賞團、講座和工作坊；分享喜愛的作品到Facebook、Twitter和微博；以及收藏喜愛的展品供日後欣賞。



Freespace Happening mobile app
「自由約」應用程式



The M+ Sigg Collection app
「M+希克藏品」展覽應用程式



Visitors using the M+ Sigg Collection app to tour around the exhibition
訪客利用「M+希克藏品」應用程式參觀展覽

Between 19 February and 15 April 2016, the M+ Sigg Collection app was downloaded 11,165 times – an impressive 25% of the visitor total – with 65% of users using the iBeacon function. iPads fitted with the app were also made available at the exhibition and borrowed by 1,799 visitors for an average of 70 minutes. Exhibition audio guides in English, Mandarin and / or Cantonese were used by 40% of visitors and played 11,414 times.

The WKCD website, www.westkowloon.hk, remains an important channel for our communications with the public, both in Hong Kong and internationally. It plays an integral role in keeping the public up to date with our latest developments by providing a centralised promotional platform for M+ programmes and performing arts events; a home for an online display of works in the M+ Collection; a source of updates on construction progress; and online resources on the WKCD governance, the project master plan, tenders and recruitment.

During the year under review, the website saw a 16% increase in visitors and views, with 1,012,899 visitor sessions, 634,703 unique visitors and 3,017,967 page views. 86% of visits originated from within Hong Kong, with the remainder chiefly coming from the US, the UK, Taiwan and Mainland China.

The WKCD website received two awards in 2015/16: our second consecutive Gold Award in the Web Accessibility Recognition Scheme for inclusive, user-friendly web and app design; and a Silver Award in the non-commercial category of the Best .hk Website Awards for outstanding performance.

於2016年2月19日至4月15日期間，「M+希克藏品」應用程式下載次數達11,165次，佔訪客總數達25%，當中使用iBeacon功能的用戶亦達65%。展覽現場亦提供iPad讓參觀人士租借，共錄得1,799借用人次，平均租借時間為70分鐘。此外，共有40%的參觀人士使用英語、普通話及/或粵語展覽語音導賞服務，使用次數達11,414次。

西九網站(www.westkowloon.hk)仍是我們與本地和海外人士溝通的重要渠道。網站為M+節目和表演藝術活動提供一站式推廣平台；在網上展出M+藏品；為建築工程進度提供最新資訊；以及為管理局提供有關管治、項目整體規劃、招標和招聘的網上資源，讓公眾了解我們的最新發展。

網站的訪客和瀏覽量於回顧年度錄得16%增長，共1,012,899訪客人次，當中絕對造訪人次達634,703，而網頁瀏覽次數亦達到3,017,967。86%的網站訪客來自香港，其餘主要來自美國、英國、台灣和中國內地。

西九網站於2015/16年度獲頒發兩個獎項：連續兩年獲得「無障礙網頁嘉許計劃」金獎，以表揚西九網站採用以共融為原則、簡便易用的設計；亦憑出色表現獲頒發「最佳.hk網站獎」非商業組別銀獎。

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Our regular e-Newsletters are now sent out twice a month to a total of 98,000 subscribers. These publications cover event and programme promotions as well as news on site development, awards and other achievements, and they can be received in either English or traditional Chinese. To improve reach and efficiency, we are currently conducting a detailed study that will help us increase segmentation and offer more personalised newsletters targeted at known subscriber interests.

Our social media efforts continue to go from strength to strength. These are primarily concentrated on Facebook, YouTube and Instagram, where events and news are posted on a regular basis. As at 31 March 2016, our three Facebook sites had a total of 69,455 likes. The YouTube channel of WKCD received more than 200,000 views between April 2015 and March 2016. In 2015/16 we published a total of 96 videos on our YouTube channel and website and gained 2,000 new followers on Instagram.

While there has been a large focus on expanding our digital presence, traditional above-the-line media still plays an important role. The highly visible MTR campaign for the *M+ Sigg Collection Exhibition* played a key part in ensuring that we attracted a high number of new visitors, with 70% of the record-breaking 40,000 attendees having never visited an M+ or WKCD event before.

Great effort has been made to create awareness of the WKCD facilities since the opening of the Nursery Park in July 2015. The Authority produced a series of videos to introduce the uniqueness of the District's green space, including park design, the artistic ambience and the possibilities of the space, the pet-friendly policy and the street performance scheme. We also collaborated with local illustrator Flyingpig to publish a colourful illustrated leaflet on the future Art Park. Inspired by the current trend for colouring, we transformed a black-and-white version of the Art Park map into a colouring sheet, a creative form of promotion that proved popular with both children and adults.

我們每月定期發送兩次電子通訊予約98,000位訂閱人士，涵蓋活動和節目推廣，以及有關項目發展、獎項和其他成就的消息。訂閱人士可選擇收取英文或繁體中文版本。為了增加訂閱人數和更有效地吸引目標受眾參與，我們現正進行詳細研究，幫助我們作更仔細分類，並根據訂閱人士的個人興趣提供更適切的通訊內容。

我們的社交媒體影響力正不斷擴大，主要集中於Facebook、YouTube和Instagram，定期上載相關活動資訊和最新消息。截至2016年3月31日，西九的三個Facebook專頁共有69,455個讚好。2015年4月至2016年3月期間，西九的YouTube頻道共錄得超過200,000觀看次數。同期我們在YouTube頻道和網站發布合共96條短片，而在Instagram專頁的新增追隨者亦達2,000名。

在我們投放大量資源以拓展數碼傳訊的同時，我們亦重視傳統大眾媒體的宣傳。就「M+希克藏品展」而言，大型港鐵宣傳活動成功吸引大批市民首次參與西九的活動，在破紀錄的40,000名參觀人士中，有70%過去從未參與任何M+或西九舉辦的活動。

自苗圃公園於2015年7月對外開放，我們便致力喚起公眾對西九各項設施的關注。管理局製作一系列短片，介紹區內綠色空間的獨特個性，包括公園設計、藝術氛圍和空間的可塑性、寵物友善政策以及街頭表演計劃。亦與本地插畫師飛天豬合作，印製未來藝術公園的彩色插圖小冊子。受時下流行的填色熱潮啟發，我們推出藝術公園地圖的黑白版填色工作紙，成為廣受兒童和成年人歡迎的創意推廣形式。



Illustration of the future Art Park by Flyingpig
本地插畫師飛天豬繪製的未來藝術公園插圖

To help us establish face-to-face contact with the public, the MCE Department had a regular presence at *Freespace Happening* with a marketing stand in the Nursery Park, where visitors could obtain information on the District and pick up the new Art Park leaflet. The Authority also established a Freespace Happening Photo Booth, a popular digital initiative where visitors could take souvenir photos with friends and family and put them in a selection of decorative frames.

市場推廣及訪客體驗部藉着「自由約」活動，定期與公眾進行面對面接觸。在苗圃公園設置攤位，向訪客提供西九相關資訊和派發全新藝術公園小冊子。管理局亦設有「自由約」拍照攤位，訪客可以透過時下流行的數碼攝影裝置與親友拍照留念，並為相片挑選精美相框襯托。



Our marketing stand at *Freespace Happening*
「自由約」設置的西九推廣攤位

To keep the public informed about the construction progress of the Xiqu Centre, the WKCDA produced and promoted videos showing major construction milestones. The Authority also produced promotional videos for the Xiqu Centre programmes that have been posted on its website and social media pages. In addition, it published an 18-page Xiqu Centre brochure with information on the venue's architectural design and artistic strategies as well as a timeline of programming developments.

管理局製作和推出連串短片，向公眾展示戲曲中心的建築進度及各個重要建築里程碑。又為戲曲中心的節目製作宣傳短片，並上載至西九網站和社交媒體專頁。此外，管理局亦印製了一本18頁的戲曲中心宣傳刊物，內容包括場地的建築設計、藝術策略，以及節目活動發展流程表。

As part of our commitment to making the District, venues and events accessible for all, the Authority has been closely looking at wayfinding and accessibility, developing a standard system of public-facing signage and pictograms in the process. We have also been building a Universal Accessibility team which will be responsible for ensuring that appropriate measures are in place to meet the needs of people with disability, the elderly and others with special needs.

管理局冀令公眾能共享西九與轄下各場地和活動，故此一直跟進區內的導向指示和通達性，務求發展出一套面向公眾的標準指示牌和圖示系統。此外，我們亦正建立通達服務團隊，負責確保我們已採取適當措施，以切合殘疾人士、長者和其他有特殊需要人士的需要。

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As an open and transparent organisation, the Authority continued to adopt a proactive approach to communicating with the media and community stakeholders, maintaining rapport and keeping them abreast of the latest developments at WKCD. During the year, we continued to provide live broadcasts of the open session for each Board meeting, followed by press releases summarising salient discussions to keep the public informed about the Authority's developments and decision-making. The Authority issued a total of 48 bilingual press releases and hosted numerous press interviews, press conferences, guided media tours, exhibition previews and receptions covering a wide span of topics, all with a view to disseminating clear, timely updates on the WKCD project both locally and internationally.

作為一個開放和高透明度的機構，管理局繼續以積極主動的方式與傳媒和社會各界溝通，保持良好關係，讓他們充分掌握西九的最新發展。我們繼續直播董事局會議的公開部分，並隨後發布新聞稿概述重點討論內容，向公眾傳達管理局的發展和重要決策。本年度管理局共發出48篇雙語新聞稿，並進行多次傳媒訪問、新聞發布會、傳媒導賞團、預展及酒會，涵蓋不同課題，旨在向本港和海外適時清晰傳遞西九項目的最新資訊。



Our engagement activities for people of different ages
管理局以各式活動接觸不同年齡的人士

The media can play an important role in promoting arts and culture. For the fourth consecutive year, the WKDA sponsored the Best Arts and Culture News Reporting category of the Hong Kong News Awards organised by The Newspaper Society of Hong Kong.

新聞媒體在推廣文化藝術發展方面的角色舉足輕重，為此管理局連續第四年贊助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」。

On the artistic side, PA conducted regular meetings with local representatives of various art forms, updating them on artistic planning and business strategies for future venues. Continuing the *Overseas Training / Research Programme for Leaders from Local Arts Groups on Future Arts Development in Hong Kong* jointly initiated by the Authority and the ADC in 2013, a second sharing session was held in April 2015. Three of the programme's participants – Sean Curran, Artistic Director of Theatre du Pif; Mo Lai, President of FM Theatre Power; and Marble Leung, Head of Programme and Education of Hong Kong Repertory Theatre – shared the insights they gained from recent visits to theatres and festivals in North America and Europe.

藝術方面，表演藝術部與本地不同藝術界別的代表進行定期會議，向他們介紹未來各場地的藝術規劃和業務策略的最新進展。管理局與藝發局於2013年合辦「本地藝團領袖人才海外考察及培訓計劃」，於2015年4月舉行第二次分享會，三位參與計劃的藝術家——進劇場藝術總監紀文舜、好戲量主席賴恩慈及香港話劇團節目主管梁子麒分享他們在北美和歐洲劇院和藝術節的考察所得。

M+ launched its first youth-targeted initiative, a four-day, three-night *M+ Summer Camp*, in July 2015. This event brought together 100 secondary school students to develop their independent and critical thinking skills, and to nurture their creativity and inquisitiveness. M+ also initiated a new outreach programme, *M+ Rover: Travelling Creative Studio*, designed to broaden students' exploration of the creative process, while also raising the future audiences' awareness of the evolving museum. The mobile space for exhibitions and workshops housed in a converted 7.5-metre-long trailer, started touring schools and community spaces from March 2016 and completed its initial tour in July 2016, attracting almost 18,000 participants.

The WKCDA is dedicated to youth engagement, fostering professional growth and nurturing future art administrators for Hong Kong. As such, the Authority continued to provide professional development opportunities to local tertiary students. In 2015/16, 25 interns worked with the WKCDA team to gain knowledge and experience through real-life contexts. M+ and PA also continued their regular internship programmes. Ten curatorial interns were provided the opportunity to gain practical and theoretical training in curatorial practice, art education and museum operations. Another 12 were recruited to support WKCD's presence at the *Venice Biennale* in 2015. PA also had 23 interns working closely with the team to gain practical and theoretical training in programming, research, facility design and operations. In July 2015, the Authority launched a blog where approximately 40 interns, summer camp participants and others have contributed alternative perspectives and behind-the-scenes stories on the various programmes.

M+ 首個專為青年人而設的活動「M+夏令營」於2015年7月舉行，為期四日三夜，吸引了100名中學生參與，透過不同活動從中學習獨立和批判思考，培育創意思維和探究精神。此外，M+亦推出了一個嶄新的大型外展計劃：「M+敢探號——流動創作教室」，藉以拓闊學生對創作過程的體驗，並提升他們對蛻變中的博物館的關注。這個流動展覽和創作室由長7.5米的特製拖車改裝而成，從2016年3月至7月期間展開校園和香港社區巡迴之旅，吸引了近18,000人參與。

管理局非常重視青年人的參與、促進專業發展，以及為香港培育未來的藝術行政人員。為此，管理局繼續為本地大專生提供專業發展機會。2015/16年度共有25位實習生加入管理局的團隊，在實際工作環境中累積知識和經驗。此外，M+和表演藝術部亦繼續定期進行實習生計劃。十位策展實習生獲機會接受策展實務、藝術教育和博物館營運方面的實踐和理論培訓。管理局亦另外招募12位本地實習生，協助籌辦2015年「威尼斯視藝雙年展」。此外，表演藝術部亦有23位實習生與西九團隊共事，接受節目策劃、研究、設施設計和營運方面的實踐和理論培訓。管理局更於2015年7月推出網誌，讓約40名實習生和夏令營參加者等從不同的角度分享，細訴籌辦節目活動背後的軼事。



M+ Rover: Travelling Creative Studio
「M+敢探號——流動創作教室」



M+ Summer Camp brings together 100 secondary school students
「M+夏令營」吸引了100名中學生參與

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Behind the Scenes

幕後支援

The WKCD's vision to create an environment conducive to creativity is exemplified by its welcoming and accessible-for-all approach to managing the Nursery Park, which is carried out to encourage a wide range of uses and activities within shared spaces while respecting and balancing the needs of different users. We also used the Nursery Park and the waterfront promenade to test out the West Kowloon Cultural District (Public Open Spaces) Bylaw and four sets of guidelines on street performances, outdoor events, assistance animals, and filming and photography under the Bylaw. The Bylaw was approved by the Legislative Council on 23 June and came into effect on 30 June 2016.

Construction is happening throughout WKCD, but the highly accessible Nursery Park and waterfront promenade remain popular public leisure destinations where people can enjoy jogging, picnicking and cycling. We have introduced street performances alongside the monthly *Freespace Happening* events to further animate the venue. To encourage the general public to enjoy these art forms in a shared public space, the Authority launched the Street Performance Guidelines in August 2015. A total of 314 Street Performance Permits were issued to applicants during the year, and some 78 permit holders performed at least once in the Nursery Park, in particular over weekends and during *Freespace Happening*.

管理局以兼容和暢達方式管理苗圃公園，鼓勵公眾在共享的空間內進行各樣活動，同時須尊重和平衡不同使用者的需要，正好體現西九孕育創意文化的願景。我們亦於苗圃公園和海濱長廊測試《西九文化區(公眾休憩用地)附例》(《附例》)及相關的街頭表演、舉辦戶外節目、援助動物，以及外景拍攝和攝影四套指引。《附例》已於2016年6月23日獲立法會通過，並於6月30日正式生效。

儘管西九各處正進行建築工程，但位置便利的苗圃公園和海濱長廊仍是大眾理想的消閒好去處，市民可在此享受緩步跑、野餐和騎單車的樂趣。我們在每月舉行的「自由約」引入街頭表演節目，進一步為場地注入活力。管理局於2015年8月推出「街頭表演指引」，以鼓勵廣大市民在共享的空間欣賞這類演出。本年度合共發出314張「街頭表演許可證」，約78位持證人士曾於週末和「自由約」期間在苗圃公園表演最少一次。



Street performance at *Freespace Happening*
在「自由約」進行街頭演出

Concerted effort from different departments and functions of the Authority is essential to making the WKCD project a success. The newly established Commercial Department (CD) focused on developing a RDE Strategy, which was presented to the Board in March 2016 and subsequently taken forward. During the year the Authority also further developed the design of future commercial spaces, working closely with the design consultants.

CD also took over responsibility for managing events in the District's open spaces arranged by external parties. One of the year's highlights was the *Clockenflap* music and arts festival, a home-grown event held from 27-29 November 2015. This year marked the fourth consecutive time the festival was staged at WKCD. More than 60,000 people turned out, and many spread the word that the Nursery Park and the waterfront promenade are unique, amazing venues for world-class events.

During the year, the Finance Department continued to strengthen the Authority's financial management and controls as well as improve the efficiency of the Authority's accounting processes and treasury operations.

In 2015/16, the Authority generated a total investment income of HK\$786 million (2014/15: HK\$830 million) at an investment yield of 3.4% per annum (2014/15: 3.5% per annum). The total investment income reported in 2015/16 was lower than last year due to lower interest income from renminbi (RMB) bank deposits and foreign exchange loss in RMB, partly compensated by higher investment income from placements with the Exchange Fund. As approved by the Board, all RMB assets were converted into HKD via forward contracts in August and September 2015.

As at 31 March 2016, the Authority had generated HK\$5.4 billion in total investment income since its inception, at an annualised yield of 3.2%. Funds available for investment was HK\$22.4 billion, HK\$1.1 billion lower than last year due to progress expenditures made for venue facilities.

The net assets of the Authority at the end of financial year 2015/16 amounted to HK\$25.5 billion as compared to HK\$25.1 billion the previous year. These mainly comprised placements with the Exchange Fund of HK\$15.9 billion, bank deposits of HK\$6.9 billion, property, plant and equipment of HK\$2.4 billion, museum collections of HK\$0.5 billion, and other assets of HK\$0.4 billion, which were netted off by liabilities of HK\$0.6 billion.

管理局內的各個部門上下一心，傾力協助落實西九項目。新成立的商務部專注研究零售、餐飲及消閒設施的策略，並已於2016年3月舉行的董事局會議上介紹有關策略及跟進實行。本年度管理局亦與設計顧問緊密合作，進一步研究未來商業空間的設計。

商務部還肩負外界機構在西九的公共空間舉辦活動的管理工作。本年度其中一個亮點是「Clockenflap」香港音樂及藝術節，這個本土音樂節於2015年11月27日至29日期間第四度在西九上演，吸引超過60,000人參與，不少入場人士更表示獨特的苗圃公園和海濱長廊是舉辦世界級盛事的理想選址。

本年度財務部繼續加強管理局的財務管理和監控，並提升管理局的會計處理和庫務運作的效率。

於2015/16年度，管理局錄得總投資收入7.86億港元(2014/15年度：8.30億港元)，整體投資回報率為3.4%(2014/15年度：3.5%)。2015/16年度的總投資收入遜於去年，主要由於人民幣銀行存款利息收入減少和錄得人民幣匯兌虧損，部分影響已被外匯基金存款投資收入上升所抵銷。經董事局批准，所有人民幣資產已於2015年8月和9月經遠期合約轉換為港元資產。

截至2016年3月31日，管理局自成立以來已錄得總投資收入54億港元，按年收益率為3.2%。可用於投資的資金為224億港元，較上年度減少11億港元的原因是用於按場地設施進度的開支。

管理局於2015/16財政年度結束時的資產淨值為255億港元，上年度則為251億港元。當中主要包括159億港元之外匯基金存款、69億港元之銀行存款、24億港元之物業、廠房及設備、5億港元之博物館藏品、4億港元之其他資產，並與6億港元之負債抵銷。

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The Legal and Secretarial Department addresses and provides professional advice on the full range of legal issues ranging from legislative drafting through intellectual property, contractual and licensing matters, corporate, commercial and real property matters and infrastructure development issues including engineering and architectural consultancy and construction contracts and land grant and project finance issues. It also contributes to the delivery of internal policy and guidelines, and manages the insurance of the Authority's undertakings. In addition, the Secretarial side of the Department manages the day to day functioning of the Board and committees.

As an independent function established within the WKCD, the Internal Audit Department (IA) helps the Board evaluate and effectively discharge its responsibilities in respect of risk management, internal control and corporate governance. The Department reports to the Audit Committee. In 2015/16, IA performed audits covering areas of single or restricted sourcing; project management of the Xiqu Centre, including design, consultant and project cost management; project management of park design and construction; control of entertainment and gift expenses; control of overseas visits; and management of M+ public programmes and PA's programmes. IA also facilitated and co-ordinated Risk Management activities and processes, in accordance with the Risk Management Policy and as Secretary of the Risk Management Committee.

People are the key to the success of the WKCD project. The Human Resources Department (HR) is dedicated to attracting and engaging talent to realise the WKCD's mission. As at 31 March 2016, the Authority had a staff of 291, including 249 directly recruited employees, 16 interns and 26 temporary employees. Throughout the year, a total of 299 temporary employees were engaged to support PA and M+'s programmes.

With the Authority expanding rapidly over the past few years, team-building across the organisation is crucial to the further development of the WKCD project. HR hosted the first *Employee Away Day* in November 2015 to give everyone the opportunity to reflect on the Authority's achievements and milestones, reinforcing a sense of pride in our identity and galvanising staff as we continue working together to deliver milestones and address future challenges.

法律事務部及管理局秘書處提供全面的法律服務和專業意見，涵蓋立法起草，知識產權，合約及授權事宜，企業、商業及房地產事宜，和涉及工程和建築顧問、建築合約、批租土地、項目資金等基礎建設發展事宜，亦就編製內部政策和指引提供法律意見，以及負責管理局的保險工作。此外，該部門秘書處負責管理日常董事局和各委員會的運作。

作為一個在管理局內具備獨立職能的部門，內部審計部協助董事局進行評估和有效地履行職責，處理有關風險管理、內部監控和機構管治的事宜。內部審計部向審計委員會匯報，並履行審計職責，2015/16年度所涵蓋範疇包括單一或局限性採購；戲曲中心的項目管理，包括設計、顧問及項目成本管理；公園設計及建造的項目管理；酬酢和禮物開支的監管；海外公幹的監管；以及M+公眾節目和表演藝術節目的管理。內部審計部亦根據風險管理政策，協調和統籌風險管理工作及進程，以及出任風險管理委員會的秘書。

人才是西九項目成功的關鍵。人力資源部一直致力吸引和招募人才，以實現管理局的使命。截至2016年3月31日，管理局已發展成達291名員工的團隊，其中249位為直接聘任職員、16位為實習生，另外26位為臨時職員。本年度，我們亦合共招聘299位臨時職員，支援表演藝術部和M+的節目活動。

管理局於過去數年迅速擴展，建立團隊精神對西九項目進一步發展尤其重要。人力資源部於2015年11月首度舉辦「員工大會」，讓員工有機會就管理局所達成的成就和已跨過的里程碑反映意見，以培養員工的自豪感，並藉此激勵員工共同努力，應對未來的挑戰，從而達到新的里程碑。

Staff of the Authority
管理局全體員工

Office safety remains the top priority for the Authority. In order to promote and increase awareness of office health and safety, HR conducted corporate 'First Aider' trainings in both Chinese and English. Twenty-nine participants attended and subsequently formed a 'First Aider' team for the WKCDA.

管理局最為重視辦公室安全。為了推動和提高員工對辦公室健康和安全的意識，人力資源部分別安排了以中英語授課的「急救人員」培訓課程，共有29名員工參加，並於隨後組成管理局的「急救人員」團隊。

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回顧 IN REVIEWWest Kowloon in Figures
西九速寫

WKCD Website 西九網站

Web Accessibility Recognition Scheme 2016
Website Stream – Gold Award
2016 無障礙網頁嘉許計劃
網站組別 —— 金獎

Best .hk Website Awards 2015
Non-commercial (Corporate Stream) – Silver Award
2015 最佳 .hk 網站獎
非商業 (企業組) —— 銀獎

DECADE
拾•年

DFA Design for Asia Awards 2015
Silver Award
DFA 亞洲最具影響力設計獎
銀獎

Mobile M+:
Moving Images
M+ 進行：流動的影像

TANC Asia Prize 2015
Best Contemporary Chinese Art Exhibition
藝術新聞亞洲藝術貢獻獎
2015 年度藝術展覽 (中國當代藝術) 單元獎項

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38,000+

SmartBike users
「悠遊西九」
單車服務使用者

53,000+

participants at
Freespace Happening
「自由約」參加者

40,000+

visitors at *M+ Sigg
Collection: Four Decades of
Chinese Contemporary Art*
「M+ 希克藏品：中國當代藝術四十年」
展覽參觀人次662 new works
件新增藏品entered the M+ Collection
納入 M+ 藏品10,400 downloads
下載次數Freespace Happening mobile app
「自由約」手機應用程式
Featured in the Arts Around Us category in iTunes
獲選為 iTunes 「Arts Around Us」類別的精選11,165 downloads
下載次數M+ Sigg Collection app
「M+ 希克藏品」展覽應用程式

65%

M+ Sigg Collection app users using the
iBeacon function
「M+ 希克藏品」展覽應用程式用戶
使用 iBeacon 功能

OUTLOOK

展望

The WKCD is already playing a leading role in the development of a long-term cultural hub for Hong Kong. Working with an unrivalled collection of Chinese and Asian contemporary art and a rapidly developing group of world-class arts and cultural facilities, we are gradually transforming the city into an internationally renowned, vibrant, welcoming destination for the arts, education and entertainment.

This will be an increasingly coordinated and collaborative effort as we work toward animating the District seven days a week, creating a place where people want to spend quality time. We will deliver the highest-quality arts, culture, education, outreach and learning experiences, exemplified by the artistic programme-, capacity- and audience-building initiatives organised by PA and M+.

We are constantly looking for ways to ensure that WKCD becomes an outstanding venue as well as a welcoming place for visitors and audiences. We are also always mindful of the challenges ahead, particularly in the area of construction costs. The Authority is making every effort to mitigate the impact of escalating costs by adopting a pragmatic approach towards implementing the project and exercising prudent budget control. We are also actively engaging with various interest groups as well as members of the Legislative Council and District Councils, arts and culture stakeholders and the wider community.

We appreciate the unwavering support of the HKSAR Government and are most grateful for the interest in the project that is evident among the public, our stakeholders and the arts communities, with whom we look forward to engaging further as we travel along the road towards the realisation of the WKCD project.

管理局正擔當香港長遠發展為文化樞紐的主導角色。憑藉無可比擬的中國和亞洲當代藝術藏品，以及現正急速發展的世界級文化藝術設施，我們逐步令香港蛻變為一個蜚聲國際、活力澎湃、熱情好客、集藝術、教育和消閒娛樂的目的地。

為了讓西九每天都朝氣蓬勃，成為市民享受休閒時光、找尋靈感和細味非凡文化體驗的地方，我們將着力加強統籌和協作的工作。表演藝術部和M+舉辦的藝術節目、人才培育計劃和拓展觀眾群措施，將為公眾帶來最優質的藝術、文化、教育、外展和學習體驗。

我們正不斷尋找方法以確保西九成為一個廣受訪客和觀眾歡迎的一流場地。我們亦不忘時刻作好準備，迎接緊接而來的挑戰，尤其是建築成本持續上漲。故此管理局一直嚴謹務實地推展項目，並嚴格控制預算，藉以減低相關影響。此外，我們亦積極與不同的利益團體，以及立法會議員、區議員、文化藝術持份者和社會各界保持溝通。

我們衷心感謝香港特別行政區政府一直以來對西九項目的鼎力支持。同時亦感謝公眾、持份者和文化藝術界對這個項目的積極參與，隨着西九項目向前邁進並逐步實現，期待他們能有更多的參與。

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

CALENDAR

大事 OF EVENTS

紀要

04

2015

Working in collaboration with CAAHK, the Authority sent the first delegation of the *Xiqu Cultural Exchange Programme* to the acclaimed Zhejiang Xiaobaihua Yue Opera Troupe in Hangzhou on 1 April.

管理局與香港八和會館攜手推出「戲曲文化交流計劃」，於4月1日帶領首個交流團前往杭州拜訪享負盛名的浙江小百花越劇團。



From 4 to 19 April, the Authority held three guided tours of *Tai Ping Shan Community Storytelling*, a project born from *New Works Forum: 'Social Acupuncture' in the Tai Ping Shan Area*. Participants were able to listen to the stories and history of the Tai Ping Shan community directly from residents and shop-owners, and they were encouraged to engage with the community through interactive games and movement expressions.

管理局於4月4日至19日期間舉辦了三場「太平山社區故事」導賞團，作為「新作論壇：社會針灸@太平山區社群」的延伸項目。參加者除了可以聆聽太平山區居民和商戶細說關於該區的歷史和故事，亦透過互動遊戲和形體動作與社區交流。



The second sharing session of the *Overseas Training / Research Programme for Leaders from Local Arts Groups on Future Arts Development in Hong Kong*, co-organised by the WKCD and the ADC, was held on 28 April. Three of the programme's participants – Sean Curran, Artistic Director of Theatre du Pif; Mo Lai, President of FM Theatre Power; and Marble Leung, Head of Programme and Education of Hong Kong Repertory Theatre – shared the insights they gained from recent overseas visits.

由管理局與藝發局合辦的「本地藝團領袖人才海外考察及培訓計劃」於4月28日舉行第二場分享會。當中三位參加者——進劇場藝術總監紀文舜、好戲量主席賴恩慈及香港話劇團節目及教育主管梁子麒，分享他們近期在海外考察中所得的啟發。

CALENDAR
OF EVENTS 大事
紀要05
2015

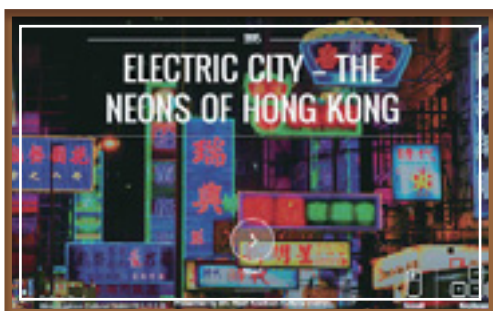
Tea House Theatre Taster, a demonstration of xiqu excerpts, Cantonese music and sung music in a tea house setting, returned on 8 and 9 May to test out ideas for the design, operation and programming for the future Tea House Theatre. 「戲曲中心茶館劇場試演——粵韻·茶賞」於5月8日及9日再度舉行，在搭建的茶館劇場上演折子戲、粵樂演奏和粵曲演唱，進一步測試未來茶館劇場的場地設計、運作及節目策劃的意念。



Tsang Kin-Wah: The Infinite Nothing, Hong Kong in Venice – a solo exhibition by Hong Kong artist Tsang Kin-wah co-presented by M+ and the ADC – opened on 9 May at the 56th *Venice Biennale* and ran through 22 November. The exhibition was complemented by a series of free talks in Hong Kong.

M+與藝發局攜手呈獻香港藝術家曾建華的個人展覽「曾建華——無盡虛無」，於5月9日在第56屆「威尼斯視藝雙年展」正式揭幕。展覽開放至11月22日，並同時在香港舉辦一系列免費講座活動。

On 15 May, a simple 'baisun' ceremony took place to mark the countdown to the completion of the M+ Pavilion.
5月15日舉行簡單的拜神儀式，標誌M+展亭進入落成倒數階段。



On 20 May, the Authority announced a partnership with Google Cultural Institute to further expand the visibility of the *Mobile M+: NEON SIGNS.HK* exhibition among global audiences.

管理局於5月20日宣布與Google Cultural Institute攜手合作，把「M+進行：NEON SIGNS.HK探索霓虹」展覽推廣至全球更多觀眾。



The Producers' Network Meeting and Forum took place from 20 to 22 May to bring together like-minded cultural workers from Hong Kong, Macau, Taiwan, Mainland China and overseas and to shape the development of the region's burgeoning performing arts sector.

「製作人網絡會議及論壇」於5月20日至22日舉行，匯聚來自香港、澳門、台灣、中國內地及世界各地的文化工作者，共同探討如何促進區內日漸蓬勃的表演藝術發展。

CALENDAR

大事 OF EVENTS
紀要

06

2015

The Authority supported the two-day *2015 Cultural Leadership Summit* co-organised by the Hong Kong Arts Administrators Association and Leisure and Cultural Services Department on 10 and 11 June.

管理局支持由香港藝術行政人員協會和康樂及文化事務署合辦，於6月10日及11日進行的「2015文化領袖論壇」。

M+'s participation in *YOKO ONO MORNING PEACE 2015*, a global sunrise gathering, took place on 21 June with two local artists, Choi Yan-chi and Leung Chi-wo, presenting participatory performance works. The event was organised by The Museum of Modern Art in New York, in partnership with M+ and leading museums in Milan, Moscow, Istanbul, Los Angeles, Sydney and Tokyo.

M+為響應「小野洋子MORNING PEACE 2015」的全球日出活動，於6月21日出時分舉行聚會，呈獻兩位香港藝術家蔡仞姿及梁志和的委約展演作品。這次活動由紐約現代藝術博物館主辦，並聯同M+與米蘭、莫斯科、伊斯坦堡、洛杉磯、悉尼及東京的頂尖博物館合辦。



07

2015

On 21 July, the WKCDA Board announced the appointment of Duncan Pescod as the new Chief Executive Officer with effect from 3 August.

管理局董事局於7月21日宣布委任栢志高為新任行政總裁，於8月3日履新。

From 21 to 24 July, M+'s first youth-targeted initiative, *M+ Summer Camp 'Unframed'*, brought together 100 secondary school students to develop their independent and critical thinking skills, and to nurture creativity and inquisitiveness.

M+於7月21日至24日舉辦首個專為青年人開展的活動：「M+夏令營——出界」，讓100位中學生從中學學習獨立和批判思考，培育創意思維和探究精神。



The Authority and the City Contemporary Dance Company co-presented *New Works Forum: Screendance*, which comprised a two-week workshop from 20 July to 1 August and a public forum on 1 August featuring screenings of 20 short choreographed films by participants.

管理局及城市當代舞蹈團合辦「新作論壇：光影舞蹈」，於7月20日至8月1日期間舉行為期兩周的工作坊，並於8月1日舉行公開論壇，分享由參加者所創作的20段舞蹈片段。



CALENDAR
OF EVENTS 大事
紀要

08

2015



A one-day *Introductory Screendance Workshop* for local artists by leading Australian choreographer, educator and dance-filmmaker Sue Healey was held on 2 August.

來自澳洲，集編舞家、教育家與舞蹈影像導演於一身的Sue Healey，於8月2日為本地藝術家進行為期一天的「舞蹈影像入門工作坊」。



The inaugural biennale *International Workshop Festival of Theatre* ran from 6 August until 14 November, featuring a series of workshops, public lectures, artist dialogues and an online archive for theatre practitioners.

首屆兩年一度的「國際劇場工作坊節」於8月6日至11月14日期間舉行，為劇場工作者安排一系列工作坊、公開講座、與藝術家對談，以及網上參考資料庫。



The monthly *Freespace Happening* series were launched on 9 August. Working in close partnership with Youth Outreach, the Authority staged an array of dynamic programmes including music performances, sports, street performances, workshops and handicraft stalls. The series took place on the second Sunday of each month in the Nursery Park from August 2015 to March 2016.

每月一次的「自由約」戶外活動於8月9日首度舉行。管理局與協青社緊密合作，在文化區舉辦涵蓋音樂表演、運動、街頭表演、工作坊及手作市集的精彩節目。該活動系列於2015年8月至2016年3月期間，逢每月第二個星期日於苗圃公園舉行。



The fifth episode of the *Xiqu Centre Seminar Series*, 'New Thinking on the Development of Chuanju', was held on 22 August. It featured a dialogue between Shen Tiemei, renowned Chuanju artist and Vice Chairman of the Chinese Theatre Association, and Dr Fredric Mao, the Chair of the School of Chinese Opera at HKAPA.

「戲曲中心講座系列」第五講《川劇傳承的新思維》於8月22日舉行，著名川劇表演藝術家及中國戲劇家協會副主席沈鐵梅和香港演藝學院戲曲學院院長毛俊輝博士對談。

CALENDAR

大事 OF EVENTS
紀要

09

2015

On 26 September, the main construction works contract of the M+ building was signed with Hsin Chong Construction Group Ltd. for commencement in early October.

M+大樓主工程合約於9月26日簽署，新昌營造集團有限公司獲委聘為承建商，於十月初展開相關工程。



French choreographer Emmanuelle Vo-Dinh hosted *New Works Forum: Writing Choreographic Process* for a group of local dance professionals to explore and research the relationship of the body and the voice. The five-day workshop was held from 28 September to 2 October.

為期五天的「新作論壇：肢體和聲音的舞動與敘事」於9月28日至10月2日期間舉行，來自法國的編舞家艾曼紐·汀帶領本地舞蹈工作者探討肢體及聲音之間的關係。



10

2015

On 5 October, the Authority announced that Dr Lars Nittve would be standing down as Executive Director of M+ upon completion of his current contract in January 2016.

管理局於10月5日宣布，M+博物館行政總監李立偉博士將在2016年1月完成合約任期後離任。

The *Culture Mixer Workshop* took place on 10 October, offering 130 senior secondary students the opportunity to have dialogue with artists, arts administrators and creative entrepreneurs.

「Culture Mixer工作坊」於10月10日舉行，讓130名高中學生有機會與藝術家、藝術行政人員及創意企業家對談。

New Works Forum: Dance Dialogue with Wayne McGregor, co-presented by the Authority and the British Council from 14 to 17 October, provided an opportunity for face-to-face artistic exchange with world-renowned choreographer Wayne McGregor. A public forum then took place on 17 October where McGregor shared some of the interdisciplinary collaborative research he conducted with cognitive scientists.

管理局及英國文化協會於10月14日至17日聯合舉辦「新作論壇：與Wayne McGregor的舞蹈對談」，提供機會予本地專業舞者與國際著名編舞家Wayne McGregor進行藝術交流。McGregor及後於10月17日舉行的公開論壇上分享他與多位認知神經科學家合作的跨領域研究成果。



CALENDAR
OF EVENTS 大事
紀要

The Xiqu Cultural Exchange Programme sent a delegation of 12 young local Cantonese opera artists to Chongqing from 19 to 24 October, where they were offered training and exchange sessions led by Shen Tiemei, President of the Chongqing Chuan Theatre.

「戲曲文化交流計劃」安排12位香港青年粵劇演員於10月19日至24日期間遠赴重慶，參與由重慶市川劇院院長沈鐵梅主持的培訓和交流活動。

10
2015

On 9 November, the WKCD Board approved the incorporation of M Plus Museum Limited; the establishment of the M+ Collections Trust; and the M+ Public Art and Design Policy.

管理局董事局於11月9日通過為M+設立有限公司、為M+藏品成立信託，以及M+公共藝術和設計政策。

The M+ Pavilion was officially 'topped out' on 10 November.

M+展亭於11月10日正式平頂。

11
2015

On 16 November, M+ and Design Trust announced the recipients of the *M+ / Design Trust Research Fellowship 2016*: Joseph Grima and the team of Daniel Cooper and Juliana Kei.

M+及Design Trust於11月16日宣布，2016年度「M+ / Design Trust研究資助計劃」的獲選研究學人分別為Joseph Grima，以及Daniel Cooper和紀逸純組成的團隊。

The inaugural M+ / Design Trust Research Fellow, Ling Fan, concluded his term by presenting his research results at the talk 'Power, Economics, and Urban Forms: How Hong Kong Helped Shape Beijing and the Contemporary Chinese City' on 24 November.

首屆「M+ / Design Trust研究資助計劃」研究學人范凌於11月24日舉行一場題為《從權力、經濟和城市形式探討香港對北京及『中國當代城市』的塑造》的講座，發表他的研究結果。

On 27 November, the Authority announced the open recruitment of young Hong Kong actors for the continuation of the *Rising Stars of Cantonese Opera* series in August 2016 and February 2017 respectively.

管理局於11月27日宣布公開招募及遴選香港青年粵劇演員，參與演出分別於2016年8月及2017年2月再度舉辦的「粵劇新星展」。



The construction of the M+ building took a major step forward as WKCD Chief Executive Officer Duncan Pescod and other officiating guests filled an acrylic box shaped like the M+ logo with sand during a ceremony on 9 December. The act signified the commencement of the museum building's superstructure works.

M+大樓的建築工程於12月9日邁出重要一步，管理局行政總裁栢志高聯同其他主禮嘉賓在儀式上把沙倒進M+標誌的容器，寓意主工程正式開始。

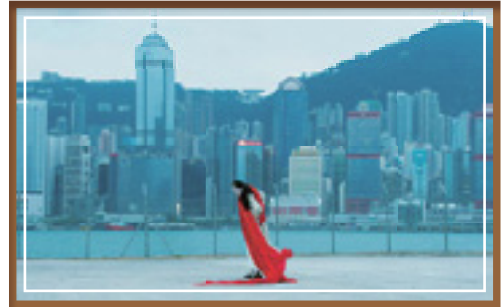
12
2015

CALENDAR

大事 OF EVENTS
紀要12
2015

Over 17 days from 4 to 20 December, *Mobile M+: Live Art* brought more than six cross-disciplinary public performance art events and three exhibitions to various locations, covering an exciting range of contemporary practices and forms of public engagement.

從12月4日至20日的一連17日，「M+進行：藝活」於不同地點進行了超過六場跨領域的公開展演及三個展覽，涵蓋多種當代藝術實踐及公眾參與形式。



Freespace Happening series programmes were increased to twice a month in support of the Government's *Appreciate Hong Kong* public participation campaign.

涵蓋不同類型節目的「自由約」活動系列每月增至兩次，以響應政府的「欣賞香港」公眾參與活動。

01
2016

The WKCD Board announced the re-appointment of existing co-opted members and the appointment of two new co-opted members to its committees and subcommittee till 31 December 2016.

管理局董事局宣布再度委任轄下委員會及小組委員會的現有成員，以及兩名增選委員，任期至2016年12月31日。

On 13 January, the WKCD awarded foundation works contract for LTC and surrounding basement below Artist Square and commenced works on site.

管理局於1月13日已批出演藝綜合劇場和周邊藝術廣場地庫的地基工程合約，並進入施工階段。

M+ Screenings: Visible Places showcased a diverse range of moving image works from 15 to 17 January, presenting works by 13 artists and filmmakers from Hong Kong and around the world.

專題放映系列「M+放映：形之所在」於1月15日至17日舉行，展示了13套由香港及國際藝術家與電影工作者創作的多元流動影像作品。

02
2016

M+ Sigg Collection: Four Decades of Chinese Contemporary Art took place in its home of Hong Kong from 23 February to 5 April. The exhibition tracked the development of Chinese contemporary art through a selection from the magnificent M+ Sigg Collection.

「M+希克藏品：中國當代藝術四十年」於2月23日至4月5日期間於香港舉行，展出精選的珍貴M+希克藏品，展示中國當代藝術的發展。



CALENDAR
OF EVENTS 大事
紀要

Weighing approximately 2,400 tonnes, the Xiqu Centre main theatre's steel roof structure with fly tower was successfully lifted to its final position at the top of the building's mega columns. The work was carried out in two phases on 15 January and 24 February.

整座重量約為2,400公噸的戲曲中心主劇場的鋼構屋頂連同換景塔，已於1月15日及2月24日分兩階段成功提升至主要支柱的頂部。

02
2016

On 26 and 27 February, the Authority presented an innovative double bill of genre-twisting contemporary productions: *The Ghost Seller* by the GuoGuang Opera Company from Taiwan, and *His Butterflies (Version 80)* by the Utopia Cantonese Opera Workshop from Hong Kong.

管理局於2月26日至27日呈獻一晚連場兩齣創新當代劇場作品——「賣鬼狂想」及「香夭•生死相許蝴蝶夢(捌拾大版)」，分別由台灣國光劇團及香港桃花源粵劇工作室演出。



From 28 February to 29 March, the Authority presented *Someone Else (Hong Kong Version)*, an 'autoteatro' show performed in collaboration with acclaimed British theatre maker Ant Hampton and local theatre company Cinematic Theatre.

管理局與知名英國戲劇家安提•漢普頓及本地劇團影話戲合作，創作「自動劇場」劇作——「另一個人(香港篇)」，在2月28日至3月29日期間演出。



M+ Rover: Travelling Creative Studio, the first major school outreach programme organised by M+, toured to 43 schools and completed 13 community visits between March and July 2016.

「M+敢探號——流動創作教室」是M+首個大型校園計劃，於2016年3月至7月期間穿梭43間學校和完成13次社區探訪。

03
2016

CALENDAR

大事 OF EVENTS
紀要

03

2016

On 2 March, M+ presented a special screening of six rarely seen moving image works from the 1960s and 1970s by renowned Taiwanese artists and filmmakers Chen Yao-chi and Chang Chao-tang.

M+在3月2日放映六部由台灣著名藝術家兼導演陳耀圻和張照堂所拍攝的六、七十年代流動影像作品。

The Authority announced the re-appointment of the Chairman and 12 existing members as well as the appointment of four new members to its Consultation Panel till 28 February 2017.

管理局宣布再度委任諮詢會的主席及12位現任成員，以及委任四位新成員，任期至2017年2月28日。

A simple ground-breaking ceremony was held on 4 March to mark the commencement of the foundation works for LTC and the surrounding basement below Artist Square.

管理局於3月4日舉行了簡單的動土儀式，標誌演藝綜合劇場和周邊藝術廣場地庫的地基工程正式展開。

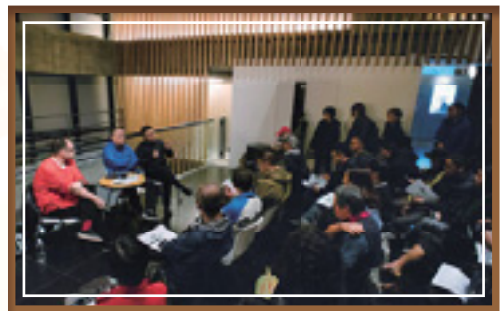


On 7 March, the Xiqu Centre announced that it would sign a Letter of Intent with the Shanghai Center of Chinese Operas to establish a long-term partnership covering professional and operational exchanges as well as collaboration on artistic development.

西九戲曲中心於3月7日宣布，將與上海戲曲藝術中心簽訂交流合作意向書，藉此建立長期的交流及合作關係，就各項範疇由場地經營以至藝術發展事項互相交流及學習。

Held in conjunction with the *M+ Sigg Collection: Four Decades of Chinese Contemporary Art* exhibition, *M+ Screenings: Forty Years* took place from 11 to 13 March to examine the evolution of Chinese contemporary art over the last four decades through eight rarely seen moving image works.

「M+放映：四十年」配合「M+希克藏品：中國當代藝術四十年」的展覽，於3月11日至13日期間放映八部精選且難得一見的流動影像作品，呈現過去40年間中國當代藝術的演變。



M+ Matters: Confronting Activist Art and Design from a Museological Perspective was held on 21 March to examine creative practices arising from acts of civil disobedience and movements for social change, as well as the challenges and opportunities they present for collection-based museums of visual culture.

「M+思考：博物館視野中的行動主義藝術與設計」公眾論壇於3月21日舉行，探討為爭取社會改革及公民抗命衍生的創作行為，並討論以收藏為本的視覺文化博物館所面對的挑戰和機遇。

On 22 March, the WKCD announced the appointment of William Chan as new Chief Operating Officer with effect from 4 July 2016.

管理局於3月22日宣布委任陳惠明為新任營運總裁，於7月4日履新。

The Public Infrastructure Works for an at-grade road, water supply systems, drainage and sewerage works launched with a traditional roast pig-cutting ceremony on 30 March.

一項包括地面道路，以及供水、排水和污水系統的公共基建工程於3月30日舉行傳統切燒豬儀式後隨即展開。

FINANCIAL

財務HIGHLIGHTS

摘要

Financial results for the year ended 31 March 截至3月31日止年度之財務業績		2016 HK\$ million 港幣百萬元	2015 HK\$ million 港幣百萬元	Change 變動
Income	收入	793	837	-5%
Expenses	支出	(302)	(244)	+24%
Profit before depreciation and amortisation	未計折舊及攤銷前利潤	491	593	-17%
Depreciation and amortisation	折舊及攤銷	(14)	(8)	+75%
Profit for the year	年度利潤	477	585	-18%

Financial position as at 31 March 於3月31日之財務狀況		2016 HK\$ million 港幣百萬元	2015 HK\$ million 港幣百萬元	Change 變動
Property, plant and equipment	物業、廠房及設備	2,433	1,129	+116%
Museum collections	博物館藏品	519	370	+40%
Placements with the Exchange Fund	外匯基金存款	15,881	15,133	+5%
Time deposits, cash and bank balances	定期存款、現金及銀行結餘	6,932	8,526	-19%
Other assets (note)	其他資產(註解)	402	190	+112%
Liabilities	負債	(639)	(297)	+115%
Net assets	資產淨值	25,528	25,051	+2%

Note:

Other assets mainly include Intangible assets, Available-for-sale investments, Bank interest receivables, Income receivables from available-for-sale investments, Other receivables, prepayments and rental deposits.

註解：

其他資產主要包括無形資產、可供出售投資、應收銀行利息、應收可供出售投資收入、其他應收款、預付賬款及租賃按金。

GOVERNANCE

管治 報告 REPORT





GOVERNANCE

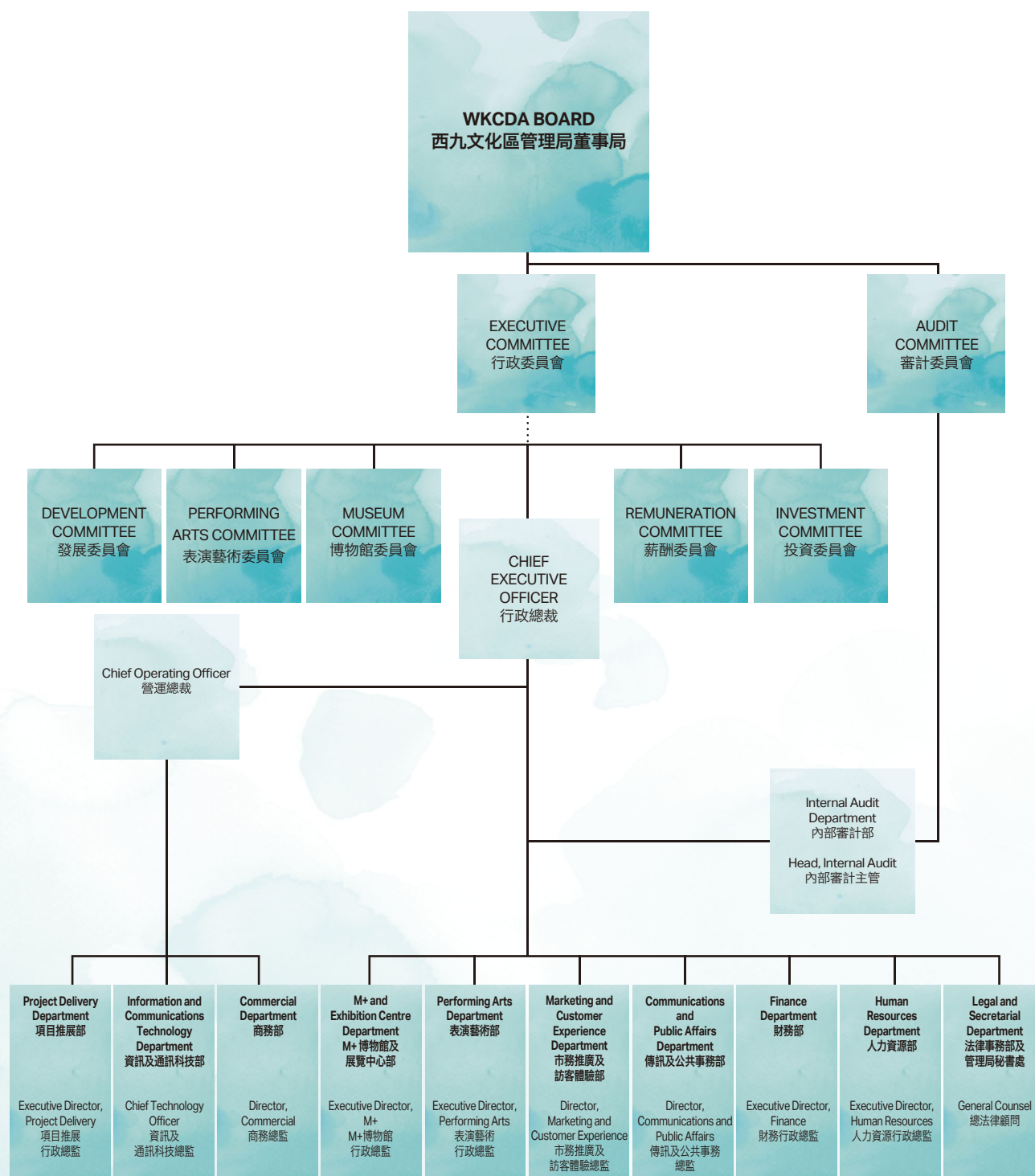
管治
報告 REPORT

A. THE BOARD AND SENIOR MANAGEMENT

甲. 董事局及高級管理層

1) Structure of the WKCDA

一) 管理局組織架構



II) Board Functions and Conduct of Business

The Board was established on 23 October 2008 as the governing and executive body of the WKCD. The current Board was appointed by the Chief Executive in October 2014. It is chaired by the Chief Secretary for Administration and consists of one Vice-Chairman, 13 non-official members, three public officer members and the Chief Executive Officer of the WKCD, who serves as an ex-officio member. Board members provide valuable knowledge, expertise and advice.

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

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

During the reporting year the Board held eight meetings to deliberate the implementation and progress of a number of construction projects, including the Xiqu Centre, M+, Lyric Theatre Complex, the Park, M+ Pavilion and various Public Infrastructure Works. It approved the incorporation of M Plus Museum Limited as well as the holding structure of the museum collections. It also approved a number of major construction works and ICT infrastructure contracts, development strategies, policies and work plans; the appointment of committees and Consultation Panel members; the annual business plan / three-year corporate plan; and the appointment of key personnel.

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

二) 董事局職能及運作

董事局是管理局的管治及執行組織，於2008年10月23日成立。現屆董事局於2014年10月由行政長官委任，政務司司長為董事局主席，成員包括一位副主席、13位非公職人員及三位公職人員，管理局行政總裁則為當然成員。董事局成員負責提供寶貴的專業知識及建議。

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

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

在報告年度內，董事局舉行了八次會議，以審議戲曲中心、M+、演藝綜合劇場、西九公園、M+展亭及其他基礎建設工程等不同建築項目的推展和進度，並通過為M+成立有限公司，以及博物館藏品的持有架構。此外，董事局亦批出多項主要建築工程與資訊及通訊科技基建合約、發展策略、不同政策和工作計劃；委任各委員會及諮詢會成員；通過年度業務計劃 / 三年事務計劃；以及聘任主要行政人員。

公眾可透過西九網站觀看董事局會議公開部分的網上直播。

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III) Biographies of Board Members

三) 董事局成員簡歷



CHAIRMAN 主席

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

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

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

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

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

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

林鄭月娥2012年7月1日獲委任為政務司司長。



VICE-CHAIRMAN 副主席

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. He chairs the Board of FWD Group (the insurance arm of Pacific Century Group), the Honorary Advisory Committee of SVHK Foundation Limited, Common Purpose Charitable Foundation Limited, Hong Kong and Light Be Foundation Limited. He is also a Non-Executive Director of Asia Art Archive Limited and a Trustee, Vice-Chair of the Trustee and Director of IFRS Foundation.

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

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

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

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

Dr Adrian CHENG Chi-kong, JP
鄭志剛博士, JP

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

Dr Cheng is a Board Member of the Public Art Fund of New York, Trustee of the Royal Academy of Arts, Board Director of the National Museum of China Foundation, Board Member of Asia Art Archive, Visiting Committee Member of The Metropolitan Museum of Art, Member of TATE's International Council and Member of the International Circle of Centre Pompidou. In 2013, he set up an annual Master of Arts degree full scholarship programme in collaboration with the Central Saint Martins College of Art and Design. He is among the ArtReview 2014 and 2015 Power 100 list of the contemporary art world's most powerful figures.

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

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

鄭博士現任美國紐約公共藝術基金董事局成員、皇家藝術學院信託人、中國國家博物館基金會理事、亞洲藝術文獻庫董事會成員、大都會藝術博物館訪問委員會委員、泰特美術館國際委員會委員及龐畢度中心國際收藏委員會委員。2013年，他與中央聖馬丁藝術與設計學院合作，成立年度藝術碩士全額獎學金計劃。此外，鄭博士獲選為《ArtReview》雜誌2014及2015年度當代藝術界「最具影響力100人」之一。

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

Mr Chris IP Ngo-tung
葉傲冬先生

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

葉傲冬先生為油尖旺區議會主席，並擔任油尖旺區文化藝術活動統籌委員會主席。他現為酒牌局、伊利沙伯醫院管治委員會、醫院管理局港島東醫院聯網倫理委員會以及油尖旺區撲滅罪行委員會的成員。

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Dr KAN Tai-keung, SBS
靳埭強博士, SBS

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

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



Mr Leo KUNG 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. He is also Convener of the Trustees of the Helping Hand Charitable Trust and Director of the Board.

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



Mr Andrew LAM Siu-lo, JP
林筱魯先生, JP

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

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

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REPORT 管治報告The Honourable Victor LO Chung-wing, GBM, GBS, JP
羅仲榮先生, GBM, GBS, JP

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

羅仲榮先生曾擔任西九龍文娛藝術區核心文化藝術設施諮詢委員會成員及其轄下博物館小組的召集人。羅先生是香港上市公司金山工業(集團)有限公司主席兼總裁，並為香港設計中心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)董事會主席。他亦為創新及科技諮詢委員會非官方委員、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。

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

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

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

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

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

馬達國議員為現任立法會議員(體育、演藝、文化及出版功能界別)及香港電影發展局主席，也是藝發局前主席。馬議員本身是一位資深電影人。而他對本地及海外表演藝術團體的營運方式以及表演藝術場地的不同管治模式，也有深厚了解。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，以及香港演藝學校董會副主席。



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

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

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

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

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REPORT 管治報告Ms Cissy PAO Pui-lai, BBS
包陪麗女士, BBS

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

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

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

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

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

Mr Philip Tsai is 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 Women's Commission, an Advisor of the Ombudsman, a Member of the Registration Committee of the Chinese Gold and Silver Exchange, a Member of the 3RS Committee of the Airport Authority Hong Kong and a Member of the Share Registrars' Disciplinary Committee of the Securities and Futures Commission.

Mr Tsai is Chairman of the Hospital Governing Committee of the Hong Kong Red Cross Blood Transfusion Service, 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 of Hong Kong.

蔡永忠先生是德勤中國主席。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、婦女事務委員會成員、申訴專員顧問、香港金銀業貿易場註冊委員會成員、香港機場管理局三跑道系統委員會成員，以及證券及期貨事務監察委員會股份登記機構紀律委員會委員。

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

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Mr WAN Man-yee, BBS, JP
溫文儀先生, BBS, JP

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

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



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

Dr Allan Zeman is Chairman of Lan Kwai Fong Group and owner of Paradise Properties Group in Thailand. He also serves as an Independent Non-Executive Director of Pacific Century Premium Developments Limited, Sino Land Company Limited, Tsim Sha Tsui Properties Limited, Global Brands Group, Television Broadcasts Limited and a Director of the "Star" Ferry Company, Limited. Besides all the Board appointments in Hong Kong, Dr Zeman is an Independent Non-Executive Director and Vice Chairman of Wynn Macau, Limited.

Having lived in Hong Kong for over 40 years, Dr Zeman has been very involved in government services as well as community activities. He was Chairman of Ocean Park Hong Kong from 2003 to 2014 and is now an Honorary Advisor. He is also a Representative of Hong Kong, China to the APEC Business Advisory Council, the appointed member of the Economic Development Commission of Hong Kong, a Board Member of the Airport Authority Hong Kong, a Member of the General Committee of the Hong Kong General Chamber of Commerce, a Member of the Board of Governors of Our Hong Kong Foundation, a Board Member of the Alibaba Entrepreneurs Fund and Vice Patron of the Hong Kong Community Chest. Dr Zeman is also a Member of 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 The Hong Kong University of Science and Technology.

盛智文博士是蘭桂坊集團主席及泰國地產發展商Paradise Properties Group的擁有人。盛博士亦是盈科大衍地產發展有限公司、信和置業有限公司、尖沙咀置業集團有限公司、利標品牌有限公司及電視廣播有限公司的獨立非執行董事，以及天星小輪有限公司董事局成員。盛博士除了於香港擔任董事職務外，他亦是澳門博彩公司永利澳門有限公司的獨立非執行董事兼副主席。

盛博士於香港生活超過40年，身兼多項政府公職，同時亦熱心參與社會事務。他於2003年至2014年期間擔任海洋公園主席，現為該主題樂園的名譽顧問。他亦是亞太經濟合作組織工商諮詢理事會的中國香港代表、香港經濟發展委員會委員、香港機場管理局董事會成員、香港總商會理事會成員、團結香港基金理事、阿里巴巴創業者基金董事局成員，以及香港公益金董事會名譽副會長。盛博士亦出任香港加拿大商會理事會成員及西安大略大學毅偉商學院亞洲顧問委員會成員。

盛博士持有加拿大西安大略大學榮譽法律博士學位、以及香港城市大學及香港科技大學榮譽工商管理博士學位。

GOVERNANCE
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MEMBERS (PUBLIC OFFICERS) 成員(公職人員)

The Honourable LAU Kong-wah, JP
劉江華先生, JP
Secretary for Home Affairs
民政事務局局长



Mr Lau Kong-wah was appointed the Secretary for Home Affairs in July 2015. Before that, he was the Under Secretary for Constitutional and Mainland Affairs.

Prior to joining the Government, Mr Lau has extensive experience in public service. He was first elected as a District Councillor in Sha Tin in 1985. He then became a Legislative Council member in 1998 and has also been a member of the Executive Council.

劉江華先生於2015年7月獲委任為民政事務局局长，之前為政制及內地事務局副局長。

在政府任職之前，劉先生已具有豐富的公職經驗，於1985年首次當選沙田區議員，其後於1998年開始出任立法會議員，並曾任行政會議成員。

The Honourable Paul CHAN Mo-po, GBS, MH, JP
陳茂波先生, GBS, MH, JP
Secretary for Development
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 the Legal Aid Services Council; Board Member of the WKCD; non-official member of the Strategic Development Commission; Council Member of the Chinese University of Hong Kong and member of the Citizens Advisory Committee on Community Relations of the Independent Commission Against Corruption.

陳茂波先生於2012年7月獲委任為發展局局长。

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

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

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



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

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

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IV) Biographies of Senior Management

四) 高級管理人員簡歷

**Mr Duncan PESCOT, GBS, JP****栢志高先生, GBS, JP**Chief Executive Officer
行政總裁

Mr Pescod joined the WKCD in October 2014. He was appointed Chief Executive Officer in August 2015. He has over 32 years of service with the Hong Kong Government during which he served in various bureaux and departments, including the former Home Affairs Branch, the former Security Branch, the Lands Department, the former Urban Services Department, the former City and New Territories Administration, the former Civil Service Branch, the Tourism Commission, and the Efficiency Unit. He was the Special Representative for Hong Kong Economic and Trade Affairs to the European Communities from 2006 to 2008, Permanent Secretary for Commerce and Economic Development (Communications and Technology) from 2008 to 2010, and Permanent Secretary for Transport and Housing (Housing) and Director of Housing from 2010 to 2014.

栢先生於2014年10月加入管理局，並於2015年8月獲委任為行政總裁。他擁有逾32年服務香港政府的經驗，曾在多個決策局及部門服務，包括前民政科、前保安科、地政總署、前市政總署、前政務總署、前公務員事務局、旅遊事務署及效率促進組。他於2006年至2008年出任香港駐布魯塞爾歐洲共同體特派代表；於2008年至2010年出任商務及經濟發展局常任秘書長(通訊及科技)，以及於2010年至2014年出任運輸及房屋局常任秘書長(房屋)兼房屋署署長。

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

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

**Dr CHAN Man-wai****陳文偉博士**Executive Director, Project Delivery
項目推展行政總監**Ms Eva KWONG****鄭配嫻女士**Executive Director,
Human Resources and
Administration
行政及人力資源行政總監

Ms Kwong joined the WKCD in June 2010. She was appointed as Executive Director, Human Resources and Administration in May 2016, overseeing human resources management, general office administration and general procurement functions. Ms Kwong has over 20 years of management experience in public utilities and multi-national companies. Prior to joining the WKCD, she was 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.

鄭女士於2010年6月加入管理局，並於2016年5月獲委任為行政及人力資源行政總監，負責整個機構的人力資源管理、辦公室行政及採購事宜。鄭女士擁有超過20年在公共事業及跨國公司的管理經驗，在加入管理局前，她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。

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報告**Mr Michael RANDALL**

駱基道先生

General Counsel

總法律顧問

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

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

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

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

**Mr Richard TSE Kin-pang**

謝建朋先生

Executive Director, Finance

財務行政總監

**Mr Louis YU Kwok-lit**

茹國烈先生

Executive Director,

Performing Arts

表演藝術行政總監

Mr Yu joined the WKCD in June 2010. He is responsible for steering the planning and development of the performing arts facilities in the District, and for overseeing the strategies and operating models for these facilities. Since joining the WKCD, Mr Yu has played a pivotal role in leading the design and construction of the performing arts facilities. He has also overseen a series of pre-opening programmes for dance, drama and theatre arts, music and xiqu.

With over 28 years of experience in arts administration and management, he was formerly the Chief Executive of the ADC. He had worked with the Hong Kong Arts Centre for 13 years and served as the Executive Director from 2000 to 2007.

茹先生於2010年6月加入管理局，負責規劃及發展文化區所有表演藝術設施，並監督其發展策略及營運模式。在他的帶領下，文化區內各項演藝設施的設計工作及建築工程均進度理想，近年亦先後推出一系列涵蓋舞蹈、戲劇、音樂及戲曲的節目。

茹先生擁有逾28年藝術行政管理經驗，之前為藝發局行政總裁，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。

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報告**Ms Emily CHAN**

陳鳳英女士

Chief Technology Officer

資訊及通訊科技總監

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

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

Mr Jayasekera joined the WKCD in January 2013. He was appointed as Director, Marketing and Customer Experience in September 2015. Before this, he was Director of Communications and Marketing from March 2014. He was formerly Director of Communications and Digital Strategy at London's Sadler's Wells Theatre where he managed the marketing, press, publications, ticket office and digital teams across the venue's three theatres. Prior to this he worked for the theatre and entertainment advertising agencies Dewynters, McCabes and M&H Communications for a wide variety of clients including the Royal Opera House, National Theatre and Barbican and on numerous West End musicals and plays. In the digital arena in 2012 he worked on the creation of the Space, a new BBC / Arts Council digital broadcast platform, building on his extensive digital experience which began in 2001 when he worked for onlineclassics.com, one of the world's first websites offering full-length streamed arts content. He has also served on the boards of East London Dance, Dance East and the Gate Theatre in the UK and is a regular international speaker on Arts Marketing, Branding and Digital.

賈先生於2013年1月加入管理局，於2014年3月起擔任傳訊及市場推廣總監，並於2015年9月獲委任為市場推廣及訪客體驗總監。他在此之前擔任倫敦Sadler's Wells Theatre的傳訊及資訊科技策略總監，負責管理場地轄下三個劇院的市場推廣、傳訊、出版、票務及數碼科技團隊。他曾於Dewynters、McCabes及M&H Communications等多間推廣劇場及娛樂節目的廣告公司工作，期間與皇家歌劇院、英國國家劇院及Barbican等藝術機構合作，並參與推廣多齣倫敦西區音樂劇和戲劇。他在數碼推廣方面有豐富經驗，2001年在onlineclassics.com工作，該網站為全球最先提供網上串流藝術內容的平台之一，其後於2012年參與創立英國廣播公司(BBC) / 藝術委員會嶄新的數碼廣播平台The Space。他曾擔任英國East London Dance、Dance East及The Gate Theatre的董事，並常於世界各地就藝術推廣、品牌及數碼推廣等議題發表演講。

**Mr Kingsley JAYASEKERA**

賈景龍先生

Director, Marketing and

Customer Experience

市場推廣及訪客體驗總監

GOVERNANCE
REPORT 管治報告**Mr Christian WRIGHT****韋基信先生**

Director, Commercial

商務總監

Mr Wright joined the WKCD in May 2015. He was formerly the Head of Retail Planning for Woods Bagot, where he was responsible for providing commercial advice for clients' retail projects around the Asia region as well as playing a key role in business development and leading the research arm for the company. Prior to this, he was Head of Retail Services in Knight Frank overseeing the consulting and agency business streams. He has more than 20 years of experience in retail and commercial planning for various major projects, providing advice to both landlords and tenants.

韋先生於2015年5月加入管理局。他曾任伍茲貝格工作室的零售規劃主管，為客戶在亞洲區的零售項目提供商業建議，並負責推動業務發展和帶領研究部門。在此之前，他出任萊坊有限公司的商舖部主管，負責商舖顧問及代理業務。他擁有超過20年大型項目的零售及商業策劃經驗，為業主及租戶提供專業意見。

Mr Chong joined the WKCD as Chief Curator, M+ in September 2013. He was appointed to take up additional role as Deputy Director of M+ in January 2016 and has also served as Acting Director. He oversees all aspects of curatorial activities, including collection, exhibitions and symposiums, learning and interpretation, as well as editorial and digital initiatives. Before joining M+, Mr Chong worked at The Museum of Modern Art (MoMA) in New York and the Walker Art Center in Minneapolis, and also contributed to important international exhibitions and publications.

鄭先生於2013年9月加入管理局擔任M+博物館總策展人，並於2016年1月起兼任M+博物館副總監及署理總監，負責策展的各方面工作，包括館藏、展覽和座談會、教學及詮釋，和編輯和數碼計劃。在加入M+之前，鄭先生曾任職於紐約現代藝術博物館及明尼蘇達州沃克藝術中心，並曾籌辦多項國際展覽，以及為不同刊物撰稿。

**Mr Doryun CHONG****鄭道鍊先生**Acting Director, Deputy Director
and Chief Curator, M+M+博物館署理總監、副總監及
總策展人

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B. COMMITTEES AND CONSULTATION PANEL

1) Functions and Conduct of Business

Seven committees – namely the Executive Committee, Development Committee, Performing Arts Committee, Museum Committee, Remuneration Committee, Investment Committee and Audit Committee – and the Consultation Panel have been established under the Board.

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

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

Executive Committee

The Executive Committee (ExCom) was established in February 2013 under the Board and above the other committees. It provides timely steer on overall strategy and planning issues, monitors the progress of major projects, and ensures coordination of activities and alignment of purposes among the committees. It is also responsible for overseeing the financial position of the WKCD in connection with the WKCD project, and it provides guidance to the Management in respect of funding strategy. ExCom comprises the chairmen of the various committees, with the Secretary for Home Affairs and the Chief Executive Officer of the WKCD serving as co-opted members. ExCom held five meetings during the reporting year.

Development Committee

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

乙. 委員會及諮詢會

一) 職能及運作

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

委員會一般以董事局採納的《會議常規》及《行為守則》作為履行職務的依據。

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

行政委員會

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

發展委員會

發展委員會的主要職能，是就西九規劃及發展的整體政策和策略向董事局提供意見，向董事局推薦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。

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

Procurement and Management of Consultancies

- Land Grant Consultancy for WKCD
- Project Management Consultancy for M+, Conservation and Storage Facility, Lyric Theatre Complex, District Cooling System and Common Basement (Phase 1) of WKCD
- Design Consultancy for Development in Parcel 39B Adjoining M+
- Findings of the Consultancy Services for Hotel, Office, Residential Enabling Study in Artist Square Development Area
- Exhibition Hub Development and Implementation Study
- Consultancy Services for Facility Management Studies for WKCD
- Entrustment for the Design of Zones 2A, 2B and 2C of Integrated Basement at WKCD

Design and Development

- Design for the Park, Freespace, P39B Building, Lyric Theatre Complex and Artist Square Bridge
- Overall WKCD Development Update

Implementation

- Facility Management Services Contract for Nursery Park, Project Site Office, Haul Road and Other Designated Areas at WKCD
- Short Term Tenancy Matters Within the WKCD Site
- Preparation of the Land Grant for WKCD
- Appointment of Jointly Selected Sub-Contractors for Main Works Contract for the Xiqu Centre
- Public Infrastructure Works (PIW) for Phase 1 Development of the WKCD (Package 1) Contract
- Entrustment Agreements for PIW Construction, Advance Works for Integrated Basement, and Supplemental Agreement No. 2 to the Entrustment Agreement for Design and Site Investigation of PIW in WKCD
- Main Works Contract for M+ Including Superstructure for RDE Building (P39B), Interfacing Car Park and Sewage Pumping Station
- Variation Works for Interfacing Car Park, Sewage Pumping Station and Area Above According to the Latest Designs for M+ Main Works
- Supplemental Agreement to the Foundation Works Contract for Interfacing Car Park and Sewage Pumping Station Excavation, Lateral Support and Associated Works
- Foundation Works Contract for Lyric Theatre Complex and the Extended Basement in Zone 3B

因應職務範疇，委員會舉行了八次會議以處理以下事宜：

聘用及管理顧問公司

- 西九批地顧問
- 西九區內M+、保護及存儲設施大樓、演藝綜合劇場、區域供冷系統和公用地庫(第一期)的項目管理顧問
- 毗鄰M+的用地39B發展的設計顧問
- 藝術廣場發展區內酒店、辦公室、住宅前置研究顧問服務的結果
- 展覽樞紐發展及推展方式研究
- 西九設施管理研究顧問服務
- 西九綜合地庫2A、2B及2C區設計的委託

設計及發展

- 公園、自由空間、P39B大樓、演藝綜合劇場及藝術廣場行人天橋的設計
- 西九整體最新發展

項目推展

- 西九苗圃公園、項目辦公室、運輸通路及其他指定區域的設施管理服務合約
- 西九用地短期租約事宜
- 西九批地準備工作
- 委聘戲曲中心主要工程合約共同選出的分包商
- 西九第一期發展基礎建設工程(第一組)合約
- 基礎建設工程建造、綜合地庫前期工程的委託協議，以及西九基礎建設工程設計及工地勘測委託協議的第二號補充協議
- M+的主要工程合約，包括附設零售、餐飲及消閒設施的大樓(P39B)、停車場及污水抽水站的主上蓋
- 根據M+主要工程的最新設計，進行停車場、污水抽水站及以上範圍的修訂工程
- 停車場及污水抽水站的挖掘、側向承托及相關工程的地基工程合約補充協議
- 演藝綜合劇場及於3B區的地庫延伸部分的地基工程合約

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- Prequalification of Tenderers for Main Works Contract and Sub-Contracts of Lyric Theatre Complex and Its Basement in Zone 3B
- Proposal on Address, Street Naming and Wayfinding Within WKCD
- Tendering for Park Main Works Contract

ICT Contracts

- Digital Asset and Rights Management System
- Design and Implementation Services for System Integration Platform
- Customer Relationship Management and Fundraising System

Regular Reports

- Project Delivery Progress Report
- Construction Safety Progress Report
- ICT Progress Report

Planning, Landscape and Urban Design Review Panel

The Review Panel was set up under DC in April 2013 to support and maintain the overall design integrity for WKCD. It was renamed the Planning, Landscape and Urban Design Review Panel in April 2014 to reflect its expanded purview in overseeing the design and development process of the Park development and other public spaces. Three meetings were held during the year to review the design of individual facilities and public space in the Artist Square Development Area. The Panel also had the opportunity to comment on the pictogram design for WKCD.

Working Group on Park and Public Open Space Management

The Working Group was set up under DC in February 2015 to oversee the development and subsequent management of the Park. Five meetings were held during this reporting year. The Working Group provided advice and guidance on a range of issues, such as the management and operation of the Nursery Park, event scopes and priorities, future Park management strategy, Public Art Policy, and the strategic positioning and mix of retail, dining and entertainment facilities for the Park.

Performing Arts Committee

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

- 演藝綜合劇場及於3B區的地庫延伸部分的主要工程合約及分包合約的投標者資格預審
- 西九區內地址、街道命名及道路指示的建議
- 西九公園主要工程合約進行招標

資訊及通訊科技合約

- 數碼資產與版權管理系統
- 系統綜合平台的設計及推展服務
- 客戶關係管理及籌款系統

定期報告

- 項目推展進度報告
- 建築安全進度報告
- 資訊及通訊科技進度報告

規劃、景觀及城市設計檢討小組

檢討小組於2013年4月在發展委員會之下成立，以支援和維持西九的整體設計完整性。小組於2014年4月易名為規劃、景觀及城市設計檢討小組，以反映其在監察公園發展和其他公共空間的設計及發展過程方面的延伸職權範圍。小組於年內共舉行三次會議，檢討藝術廣場發展區內個別設施與公共空間的設計。此外，小組亦曾獲邀就西九的圖標設計發表意見。

西九公園及公眾休憩用地管理工作小組

工作小組於2015年2月在發展委員會之下成立，以監察公園的發展和後續管理。工作小組於報告年度內舉行了五次會議，就以下各方面提供了意見和指引：苗圃公園的管理及營運、活動規模及優先項目、日後的公園管理策略、公共藝術政策，以及公園的策略定位與零售、餐飲及消閒設施組合。

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。委員會於報告年度內舉行了三次會議。

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To prepare for the openings of the venues in the coming years – particularly the Xiqu Centre, Freespace and Lyric Theatre Complex – operational arrangements and artistic strategies for these facilities must be formulated in tandem with the construction programme. PAC discussed and approved the Performing Arts artistic strategy in late 2015, highlighting the plans for venue usage (including partnership, hirers and programming), creation, learning and participation as well as cultural exchange applicable to all venues and art forms. This strategy is intended to provide a foundation upon which the Performing Arts Department will develop the corporate and business plans for the coming years.

As part of PAC's endorsement of the overall Performing Arts artistic strategy, the Performing Arts Department has devised a business plan for 2016/17 and corporate plan for 2016/17 to 2018/19 that covers a PA work plan, organisational structure and pre-opening activities (including public programmes, capacity-building, cultural exchange and creation programmes, and learning and participation programmes). As part of an iterative process, views collected from PAC help the WKCDA in refining its hardware and software development.

During the year, PAC's views and endorsements were also sought for the signing of Memoranda of Understanding on exchange and collaboration with other xiqu centres, such as the Shanghai Center of Chinese Operas. The objective is to establish a long-term cooperative relationship by organising exchange programmes such as talks, workshops and performance showcases.

Museum Committee

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

MC met six times in 2015/16. During these six meetings, MC received regular reports on acquisitions made for the M+ Collection, outgoing loans from the M+ Collection and the latest developments of M+, including its programmes and activities, manpower plan, the M+ building and the M+ Pavilion. It also received updates from M+ management on the establishment of governance structures, including M Plus Museum Limited and the M+ Collections Trust, and the development of the M+ Collection, including an analysis of the collection, acquisition budget and payment position for the financial year 2015/16. In addition, the report on the 'Popular Culture' informal working group session was presented to MC and MC held an in-depth discussion on how to move the initiative forward.

為準備各場地於未來數年陸續啟用——特別是戲曲中心、自由空間及演藝綜合劇場，表演藝術委員會必須配合建築工程的進度，制訂有關設施的營運安排和藝術策略。表演藝術委員會於2015年年底討論並通過表演藝術策略，當中重點涵蓋場地運用（包括伙伴計劃、租客和西九節目）、創作發展、學習參與，以及文化交流，有關策略適用於所有場地及藝術形式。此策略旨在提供基礎，讓表演藝術部據此制訂未來數年的事務和業務計劃。

隨著表演藝術委員會通過整體表演藝術策略，表演藝術部已制定2016/17年度業務計劃及2016/17年度至2018/19年度事務計劃，當中涵蓋表演藝術工作計劃、組織架構及開幕前活動（包括公眾節目、人才培育、文化交流與創作節目，以及教育及拓展節目）。表演藝術委員會持續收集到的意見將有助管理局完善其硬件及軟件發展。

表演藝術委員會於年內亦就與上海戲曲藝術中心等其他戲曲中心簽訂交流合作意向書，表達意見和支持。有關合作計劃的目的，是透過舉辦座談會、工作坊、展演等交流活動，建立長期合作關係。

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+的策略和政策。博物館委員會轄下設有一個小組委員會，即臨時購藏委員會。

博物館委員會於2015/16年度共舉行六次會議。在此六次會議中，博物館委員會定期備悉M+藏品購藏與外借情況，以及M+其他方面的最新發展，包括其節目及活動、人力資源計劃、M+大樓及M+展亭。此外，M+管理層亦就M+設立有限公司和M+藏品成立信託等管治架構，以及涵蓋2015/16財政年度的藏品分析、購藏預算及付款情況等M+藏品的發展，向委員會匯報最新進展。除此以外，博物館委員會亦在聽取「流行文化」非正式工作小組報告後，就日後如何發展此範疇作出深入討論。

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During the year, MC reviewed and approved various proposals, including the M+ Pilot Membership Programme; acquisition proposals recommended by the IAC; and exhibition proposals such as *Mobile M+: Live Art*, which brought to Hong Kong six cross-disciplinary art performances and three exhibitions (held 4–20 December 2015), and *M+ Sigg Collection: Four Decades of Chinese Contemporary Art*, the first-ever chronological exhibition about the emergence of Chinese contemporary art (held 23 February–5 April 2016). The latter was especially well received by local and international media. MC also reviewed and endorsed the Public Art and Design Policy and the proposed activities and budgets of M+ for the coming three financial years.

IAC is an interim arrangement to consider, approve, and make recommendations to the MC and the Board on matters relating to acquisitions by M+ prior to the establishment of the formal Acquisitions Committee. IAC held eight meetings during 2015/16. During these meetings, IAC received regular updates on the acquisition budget and considered and approved acquisition proposals for the M+ Collection. Reports on the acquisitions approved by the Executive Director of M+ / Acting Director, M+ and IAC were made to the MC and the Board on a regular basis. IAC also held a discussion on a case study about the research and sourcing of Japanese industrial designs.

M Plus Museum Limited was incorporated on 14 April 2016 and its Board of Directors (M+ Board) was established the same day; MC and IAC were dissolved and their functions have been taken up by the M+ Board and the Acquisitions Committee.

Remuneration Committee

The Remuneration Committee (RC) is responsible for making recommendations to the Board on organisational structure and policies regarding staffing, remuneration, employment, disciplinary and dismissal with reference to the WKCD'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 dependents referred or assigned to it by the Board.

RC held six meetings during the reporting year and deliberated on a total of 25 papers, including those by circulation, and undertook the following major tasks:

博物館委員會在年內審批多項建議，包括M+先導會員計劃；臨時購藏委員會推薦的購藏建議；及展覽建議，例如「M+進行：藝活」及「M+希克藏品：中國當代藝術四十年」展覽。前者於2015年12月4日至20日在香港舉行了六場跨領域藝術演出及三個展覽，後者於2016年2月23日至4月5日舉行，是首個按編年時序展示中國當代藝術發展的展覽，獲本地與外國媒體一致好評。此外，博物館委員會亦備悉和通過公共藝術與設計政策，以及M+未來三個財政年度擬議的活動和預算。

臨時購藏委員會於正式購藏委員會成立前，負責審閱、批核及向博物館委員會和董事局建議有關M+的購藏事宜。臨時購藏委員會於2015/16年度共舉行八次會議。在這些會議中，臨時購藏委員會定期備悉購藏預算的最新資料，並審批M+藏品的購藏建議。M+博物館行政總監 / M+博物館署理總監及臨時購藏委員會亦就其核准的購藏定期向博物館委員會及董事局匯報。此外，臨時購藏委員會亦就有關日本工業設計的研究和採購的個案研究進行討論。

M+於2016年4月14日註冊成立有限公司，其董事局(M+董事局)亦於同日成立。博物館委員會及臨時購藏委員會繼而解散，其職能由M+董事局及購藏委員會繼續履行。

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。

薪酬委員會於報告年度共舉行六次會議，並審閱25份包括以傳閱方式提交的文件，以及完成下列重要工作：

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To maintain the Authority's competitiveness to attract, retain and motivate quality professional staff to deliver the WKCD project, RC endorsed and recommended to the Board the 2016 pay review for all eligible employees, including senior executives. RC also endorsed the provision of a Group Term Life Insurance Scheme with both total and permanent disability and accidental death and disablement benefits for eligible employees.

Appointment, Employment Contract Renewal and Gratuity Pay-out for Senior Executives

RC reviewed and proposed to the Board the appointment, terms and conditions for the employment of senior executives of the WKCD, including the Chief Executive Officer; Chief Operating Officer; Director, Marketing and Customer Experience; Director, Communications and Public Affairs; and Deputy Director and Chief Curator of M+. In addition, the employment contract renewals for two senior executives and gratuity payments for six senior executives were endorsed by RC.

Organisational Restructuring

RC made recommendations to the Board on splitting the Communications and Marketing Department into two separate functional departments, namely the Marketing and Customer Experience Department and the Communications and Public Affairs Department. By separating these functions, the focuses of the respective functional departments can be better aligned to support the WKCD in achieving its objectives as the project progresses through various stages. RC also endorsed combining the legal and Board secretarial functions into a single department, namely the Legal and Secretarial Department, to strengthen legal perspective for all business operations relating to the Board and committees.

Human Resources Management Strategies

Continuing the strategic priorities set out for 2015/16, during the year, RC helped the Management formulate a constructive resourcing strategy to address current and future challenges and deliver an outcome that meets the vision of the WKCD through maintaining the right number of staff and an appropriate mix of skills by means of capacity building and succession planning. RC also reviewed the reward strategy and related systems with a view to aligning with the WKCD's business needs and organisation strategy in the next three to five years.

薪酬制度和僱員福利

薪酬委員會通過及向董事局建議2016年包括高級行政人員在內的所有合資格僱員的薪酬檢討，以確保管理局能保持競爭力去招攬、挽留和鼓舞具質素的專業人員，以推展西九項目。薪酬委員會亦通過提供團體定期壽險計劃予合資格僱員，包括提供完全和永久傷殘及意外死亡和傷殘保障。

高級行政人員的委聘、續聘及約滿酬金發放

薪酬委員會檢討並向董事局建議管理局高級行政人員的委聘與聘用條款及條件，包括行政總裁、營運總裁、市場推廣及訪客體驗總監、傳訊及公共事務總監，以及M+博物館副總監及總策展人。此外，薪酬委員會亦通過兩位高級行政人員的續聘合約，以及六位高級行政人員的約滿酬金發放。

組織架構重組

薪酬委員會向董事局建議分拆傳訊及推廣部為兩個獨立職能部門，分別為市場推廣及訪客體驗部和傳訊及公共事務部。透過分拆職能，有關部門的工作重點能夠與西九項目的不同階段更為配合，從而更有效支援管理局達成各項目標。薪酬委員會亦通過合併法律事務與董事局秘書事務職能為單一部門，即法律事務部及管理局秘書處，以加強從法律角度支援所有與董事局及委員會相關的業務營運。

人力資源管理策略

薪酬委員會根據所制訂的2015/16年度策略議程，於年內亦協助管理層制訂具建設性的人力資源配置策略，透過人才發展規劃及接任計劃保持所需的技能組合和員工數目，以應對現時和往後的挑戰，實現管理局的願景。薪酬委員會亦檢討薪酬策略及相關制度，以迎合管理局未來三至五年的業務發展需要和組織策略。

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Investment Committee

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

IC held five meetings during the year and reviewed a total of 24 papers, including those by circulation. It also considered a number of major issues, as described below.

Reviewing Investment Strategy and Monitoring Performance

IC reviewed the quarterly and annual performance of the Authority's investment portfolio, giving due consideration to asset allocation, cash flow projections and prevailing market conditions. IC also endorsed and recommended to the Board certain revisions to investment strategy and fund allocation deemed necessary, which are described below.

Maintaining a Highly Liquid Portfolio

In anticipation of the increasing cash flow needs during the development phase and the expected interest rate hike in the United States, IC endorsed and recommended to the Board an investment strategy focusing on placements with the Exchange Fund and bank deposits, which protect the capital while also offering potential returns above those which would be available from bank deposits and at less risk than other forms of investment. A placement with the Exchange Fund of HK\$6.5 billion matured in January 2016 and was rolled over for another period of six years on special terms. To manage the Authority's bank counterparty risks, IC also reviewed the Authority's approved list of banks and their respective group limits.

Managing Foreign Exchange Risks

In view of the increasing volatility of RMB exchange rates going forward, in August 2015 IC endorsed and recommended to the Board fully converting the Authority's RMB assets into HKD. Notwithstanding the exchange losses as reported in the accounts of the reporting year, the cumulative investment return on RMB assets was substantially higher than that of HKD deposits. IC also endorsed converting the majority of the Authority's USD assets into HKD to realise exchange gains and prepare for capital expenditure payments in the coming years.

Audit Committee

The Audit Committee (AC) considers and advises on financial and audit matters of the Authority. AC held four meetings during the reporting year. This included a review of the statement of accounts for the year ended 31 March 2015 for approval by the Board.

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表現。

投資委員會在年內共舉行五次會議及審閱24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：

檢討投資策略及監察投資表現

投資委員會檢閱管理局投資組合的季度及年度表現，同時仔細考慮了資產配置、現金流預測及當時市場環境。投資委員會亦通過及向董事局建議修訂其認為必要的投資策略及基金配置，有關詳情載於下文。

保持投資組合高流動性

預期現金流需要將於發展階段期間不斷增加，加上預計美國利率將會上升，投資委員會通過及向董事局建議，投資策略上集中於外匯基金存款和銀行存款，在保本的同時能提供高於銀行存款的潛在回報，但風險卻低於其他投資方式。存放於外匯基金的65億港元存款已於2016年1月到期，並按特別條款續期六年。為管理銀行交易對手風險，投資委員會亦檢討管理局的認可銀行名單及相關額度。

管理外匯風險

考慮到人民幣匯率的波幅將持續上升，投資委員會於2015年8月通過及向董事局建議將管理局的人民幣資產悉數兌換為港元。除報告年度內帳目呈報的匯兌虧損，人民幣資產的累積投資回報遠高於港元存款。投資委員會亦通過將管理局的大部分美元資產兌換為港元，藉以變現匯兌收益，以及為未來數年應付資本開支作準備。

審計委員會

審計委員會負責審閱管理局的財務及審計事宜，並提供相關建議。審計委員會在報告年度內共舉行四次會議，包括審議截至2015年3月31日止年度的帳目報表，呈交董事局批准。

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AC also endorsed the audit strategy and work plan for the Internal Audit for 2016/17, and reviewed reports on internal audit reviews conducted during 2015/16 to evaluate and improve internal controls covering the following operational areas of the Authority:

- Single or Restricted Sourcing
- Project Management of the Xiqu Centre – Design, Consultant and Project Cost Management
- Project Management of Park Design and Construction
- Control of Entertainment and Gifts Expenses
- Control of Overseas Visits
- Management of M+ Public Programmes
- Management of Performing Arts Programmes

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

- Tender and Appointment of External Auditor
- General Procurement Policy and Related Guidelines
- Guidelines on Capitalisation, Depreciation and Disposal of Fixed Assets

Consultation Panel

The Consultation Panel (CP) was established by the Board under Section 20 of the WKCD Ordinance to gather public views on matters related to the functions of the WKCD. With the re-appointment of the CP Chairman with effect from 1 March 2016, CP is currently composed of 16 members (including the Chairman), all of whom come from different sectors of the community and offer relevant knowledge and experience. CP meetings are open to the public. Discussion papers and minutes of CP meetings are available on the WKCD website.

Three CP meetings were held during the reporting year to deliberate on the progress of the WKCD development as well as engagement activities for youth and the community.

A Working Group on Engagement of Youth and the Community, chaired by Ms Ada Wong, was set up in December 2014. Its purpose is to take forward initiatives focused on growing awareness about the WKCD project among youth and the community and to devise implementation plans. During the reporting year the Working Group held seven meetings. It also launched two pilot programmes: the *West Kowloon Youth Exchange* programme, which fostered interactive exchanges with young people on various aspects of the WKCD development; and the *Culture Mixer Workshop* and *WKCD Xperience Day*, an initiative to provide a platform for students to meet with the WKCD team and better understand the project and the District.

For the terms of reference of the seven committees and CP, please refer to the WKCD website at www.westkowloon.hk.

審計委員會亦通過2016/17年度的審計策略及內部審計部工作計劃，以及審閱2015/16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：

- 單一或局限性採購
- 戲曲中心的項目管理——設計、顧問及項目成本管理
- 公園設計及建造的項目管理
- 監管酬酢及禮物開支
- 監管海外公幹
- 管理M+公眾節目
- 管理表演藝術節目

此外，審計委員會就以下事項進行檢討並向董事局作出建議：

- 外部核數師招標及委任
- 一般採購政策及相關指引
- 固定資產資本化、折舊及處置的指引

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。諮詢會現任主席獲再度委任，新任期由2016年3月1日開始。諮詢會現由包括主席在內的16名成員組成，各成員來自不同社會界別，具備相關知識和經驗。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。

諮詢會在報告年度內共舉行三次會議，詳細討論了西九發展的進度，以及青少年與社區的參與活動。

諮詢會於2014年12月成立了青少年與社區參與工作小組，由黃英琦女士擔任主席，目的是推展為增進青少年與社區人士了解西九發展的項目，並制定執行計劃。工作小組於年內舉行七次會議，並展開了兩項試驗計劃：「西九青年交流計劃」促進青年人就西九各方面發展的互動交流，以及「Culture Mixer工作坊」和「西九Xperience Day」提供讓學生與管理局團隊見面的平台，令他們對西九項目和西九文化區有更深入認識。

七個委員會及諮詢會的職權範圍請瀏覽西九網站 www.westkowloon.hk。

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II) Membership List

二) 成員名單

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

CHAIRMAN 主席

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

VICE-CHAIRMAN 副主席

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

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

Dr Adrian CHENG Chi-kong, JP
鄭志剛博士, JP

Mr Chris IP Ngo-tung
葉傲冬先生

Dr KAN Tai-keung, SBS
靳埭強博士, SBS

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

Mr Andrew LAM Siu-lo, JP
林筱魯先生, JP

The Honourable Victor LO Chung-wing, GBM, GBS, JP
羅仲榮先生, GBM, GBS, JP

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

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

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

Ms Cissy PAO Pui-lai, BBS
包陪麗女士, BBS

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

Mr WAN Man-yee, BBS, JP
溫文儀先生, BBS, JP

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

MEMBERS (PUBLIC OFFICERS) 成員 (公職人員)

The Honourable LAU Kong-wah, JP (since 22 July 2015)
Secretary for Home Affairs
民政事務局局长 劉江華先生, JP (任期由2015年7月22日起)

The Honourable TSANG Tak-sing, GBS, JP (until 21 July 2015)
Secretary for Home Affairs
民政事務局局长 曾德成先生, GBS, JP (任期至2015年7月21日)

Alternate 候補: Mrs Betty FUNG CHING Suk-yee, JP
Permanent Secretary for Home Affairs
民政事務局常任秘書長 馮程淑儀女士, JP

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

Alternate 候補: Mr HON Chi-keung, JP (since 7 April 2015)
Permanent Secretary for Development (Works)
發展局常任秘書長(工務) 韓志強先生, JP
(任期由2015年4月7日起)

Mr WAI Chi-sing, GBS, JP (until 6 April 2015)
Permanent Secretary for Development (Works)
發展局常任秘書長(工務) 韋志成先生, GBS, JP
(任期至2015年4月6日)

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

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

**Board of the West Kowloon Cultural District Authority
(Continued)****西九文化區管理局董事局(續)****EX-OFFICIO MEMBER 當然成員**

Mr Duncan PESCOD, GBS, JP (since 3 August 2015)
Chief Executive Officer, WKCD
西九文化區管理局行政總裁 栢志高先生, GBS, JP
(任期由2015年8月3日起)

Mr Michael LYNCH CBE AM (until 2 August 2015)
Chief Executive Officer, WKCD
西九文化區管理局行政總裁 連納智先生 CBE AM
(任期至2015年8月2日)

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

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

MEMBERS 成員

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

Mr Andrew LAM Siu-lo, JP
Chairman of the Remuneration Committee
薪酬委員會主席 林筱魯先生, JP

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

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

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

Mr Duncan PESCOD, GBS, JP (since 3 August 2015)
Chief Executive Officer, WKCD
西九文化區管理局行政總裁 栢志高先生, GBS, JP
(任期由2015年8月3日起)

Mr Michael LYNCH CBE AM (until 2 August 2015)
Chief Executive Officer, WKCD
西九文化區管理局行政總裁 連納智先生 CBE AM
(任期至2015年8月2日)

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Development Committee 發展委員會

CHAIRMAN 主席

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

VICE-CHAIRMAN 副主席

Mr Andrew LAM Siu-lo, JP
林筱魯先生, JP

MEMBERS 成員

Board Members 董事局成員

Mr Chris IP Ngo-tung
葉傲冬先生

The Honourable Victor LO Chung-wing, GBM, GBS, JP
羅仲榮先生, GBM, GBS, JP

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

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

Mr WAN Man-yee, BBS, JP
溫文儀先生, BBS, 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 CHEUNG Hau-wai, SBS (since 1 January 2016)
張孝威先生, SBS (任期由2016年1月1日起)

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

Mr Christopher LAW, JP
羅健中先生, JP

Mr LEE Shing-see, GBS, OBE, JP (until 31 December 2015)
李承仕先生, GBS, OBE, JP (任期至2015年12月31日)

Professor Edward NG Yan-yung
吳恩融教授

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

Public Officers 公職人員

Representative from Home Affairs Bureau
民政事務局代表

Representative from Development Bureau
發展局代表

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

Performing Arts Committee
表演藝術委員會**CHAIRMAN 主席**

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

MEMBERS 成員Board Members 董事局成員

Mr Chris IP Ngo-tung
葉傲冬先生

Dr KAN Tai-keung, SBS
靳埭強博士, SBS

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

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

Ms Cissy PAO Pui-lai, BBS
包陪麗女士, BBS

Mr WAN Man-yee, BBS, JP
溫文儀先生, BBS, JP

Non-Board Members 非董事局成員

Mr Vincent CHOW Wing-shing, BBS, MBE, JP
周永成先生, BBS, MBE, JP

Ms Tisa HO Kar-kuan
何嘉坤女士

Ms Stella LAU Yin-ling
劉燕玲女士

Mr Michael MACLEOD
麥高德先生

Ms Yolanda NG Yuen-ting, MH (since 1 January 2016)
伍婉婷女士, MH (任期由2016年1月1日起)

Mr Joseph TUNG Yao-chung, JP
董耀中先生, JP

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

Dr Elvin WONG Chi-chung
黃志淙博士

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

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Museum Committee

博物館委員會

CHAIRMAN 主席

The Honourable Victor LO Chung-wing, GBM, GBS, JP
羅仲榮先生, GBM, GBS, JP

MEMBERS 成員

Board Members 董事局成員

Dr Adrian CHENG Chi-kong, JP
鄭志剛博士, JP

Mr Chris IP Ngo-tung
葉傲冬先生

Dr KAN Tai-keung, SBS
靳埭強博士, SBS

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

Ms Cissy PAO Pui-lai, BBS
包陪麗女士, BBS

Mr WAN Man-yee, BBS, JP
溫文儀先生, BBS, JP

Non-Board Members 非董事局成員

Professor David CLARKE
祈大衛教授

Mr Roger GARCIA
高思雅先生

Ms Claire HSU Man-kai
徐文玠女士

Mr Alan LAU Ka-ming
劉家明先生

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

Ms LO Kai-yin, SBS
羅啟妍女士, SBS

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

Mr David PONG Chun-ye, JP
龐俊怡先生, JP

Ms Nansun SHI (until 6 September 2015)
施南生女士(任期至2015年9月6日)

Dr Uli SIGG
烏利·希克博士

Ms Ada WONG Ying-kay, JP
黃英琦女士, JP

Mr Rocco YIM Sen-kee, BBS, JP
嚴迅奇先生, BBS, JP

Public Officers 公職人員

Representative from Home Affairs Bureau
民政事務局代表

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

GOVERNANCE
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臨時購藏委員會**CHAIRMAN 主席**

The Honourable Victor LO Chung-wing, GBM, GBS, JP
羅仲榮先生, GBM, GBS, JP

MEMBERS 成員Board Members 董事局成員

Dr Adrian CHENG Chi-kong, JP
鄭志剛博士, JP

Dr KAN Tai-keung, SBS
靳埭強博士, SBS

Non-Board Members 非董事局成員

Ms Sabrina FUNG
馮美瑩女士

Ms Claire HSU Man-kai
徐文玠女士

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

Ms Ellen PAU
鮑藹倫女士

Mr David PONG Chun-ye, JP
龐俊怡先生, JP

Ms Nansun SHI (until 6 September 2015)
施南生女士(任期至2015年9月6日)

Dr Uli SIGG
烏利·希克博士

Remuneration Committee
薪酬委員會**CHAIRMAN 主席**

Mr Andrew LAM Siu-lo, JP
林筱魯先生, 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 Fredric MAO Chun-fai, BBS
毛俊輝博士, BBS

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

Non-Board Members 非董事局成員

Mr William CHAN Fu-keung, BBS
陳富強先生, BBS

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

GOVERNANCE

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Investment Committee 投資委員會

CHAIRMAN 主席

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

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

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

Non-Board Members 非董事局成員

Mr Clifford CHIU
邱令智先生

Mr CHUA Sue-wan
蔡思遠先生

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

Mr Elvin YU Tin-yau
余天佑先生

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

MEMBERS 成員

Board Members 董事局成員

Ir Dr the Honourable LO Wai-kiwok, SBS, MH, JP
盧偉國議員, SBS, MH, JP

Mr WAN Man-ye, BBS, JP
溫文儀先生, BBS, 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

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

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

MEMBERS 成員Board Members 董事局成員

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

Mr Chris IP Ngo-tung (since 1 March 2016)
葉傲冬先生 (任期由2016年3月1日起)

Dr the Honourable Allan ZEMAN, GBM, GBS, JP
(until 29 February 2016)
盛智文博士, GBM, GBS, JP (任期至2016年2月29日)

Non-Board Members 非董事局成員

Mr Henry CHAN Chi-chiu, MH, JP (since 1 March 2016)
陳志超先生, MH, JP (任期由2016年3月1日起)

Mr Christopher Wicky CHEUNG (since 1 March 2016)
張士宗先生 (任期由2016年3月1日起)

Mr CHING Cheung-ying, MH
程張迎先生, MH

Mr CHOW Yick-hay, BBS, JP
周奕希先生, BBS, JP

Mr Andy HO Wing-cheong (since 1 March 2016)
何永昌先生 (任期由2016年3月1日起)

Mr Derek HUNG Chiu-wah
孔昭華先生

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

Ms KO Po-ling, BBS, MH, JP (until 29 February 2016)
高寶齡女士, BBS, MH, JP (任期至2016年2月29日)

Mr LAM Ying-kit
林英傑先生

Professor Lena LEE
李瑩教授

The Honourable Charles Peter MOK, JP (until 29 February 2016)
莫乃光議員, JP (任期至2016年2月29日)

Mr NG Cheuk-yin
伍卓賢先生

Ms Yolanda NG Yuen-ting, MH
伍婉婷女士, MH

Mr TANG Shu-wing
鄧樹榮先生

Mr Coleman WAI Ching
韋政先生

Ms Ada WONG Ying-kay, JP
黃英琦女士, JP

The Honourable Wayne YIU Si-wing, BBS (until 29 February 2016)
姚思榮議員, BBS (任期至2016年2月29日)

REPORT OF THE MEMBERS

董事局 OF THE BOARD 報告書

The members of the Board are pleased to submit the Annual Report of the West Kowloon Cultural District Authority (WKCD) together with the audited statement of accounts for the year ended 31 March 2016.

West Kowloon Cultural District Authority

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

Board members

The members of the Board since 1 April 2015 and up to the date of this report are set out on pages 74 to 75.

Principal activities

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

Statement of accounts

The results of the WKCD for the year ended 31 March 2016 and the state of affairs of the WKCD as at that date are set out in the statement of accounts on pages 86 to 120.

Transfer to reserves

The WKCD's profit of HK\$477 million (2015: HK\$585 million) has been transferred to reserves. Other movements in reserves are set out in the statement of changes in equity.

Property, plant and equipment, museum collections and intangible assets

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

Capital

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

董事局成員欣然提呈西九文化區管理局(管理局)截至2016年3月31日止年度之周年報告及經審核的帳目報表。

西九文化區管理局

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

董事局成員

自2015年4月1日起至本報告之日止的董事局成員名單載列於第74頁至第75頁。

主要業務

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

帳目報表

管理局截至2016年3月31日止年度之業績及於該日的財務狀況載於第86頁至第120頁之帳目報表。

撥入儲備的款項

管理局的利潤共4.77億港元(2015年：5.85億港元)已撥入儲備內。儲備的其他變動見權益變動表。

物業、廠房及設備、博物館藏品及無形資產

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

資金

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

REPORT OF THE MEMBERS
OF THE BOARD 董事局
報告書**Operation Review**

The operation review of the WKCD for the year ended 31 March 2016 is set out on pages 4 to 38 and page 49 of this Annual Report.

Financial summary

A summary of the financial results and of the net assets and equity of the WKCD for the last five years is set out on page 121 of the Annual Report.

Indemnity Provisions

The WKCD Ordinance, Cap. 601, provides in Section 40 that:

"No personal liability is incurred by a Board member or a committee member in respect of anything done, or omitted to be done, by him in good faith in relation to the performance or purported performance of any function under this Ordinance (including a function purportedly delegated or sub-delegated under this Ordinance)."

Board members' interests in contracts

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

Management contracts

No contracts concerning the management and administration of the whole or any substantial part of any business of the WKCD were entered into or existed during the year.

Auditor

The statement of accounts has been audited by PricewaterhouseCoopers, which was appointed by the Board in December 2015, in accordance with Section 29 of the WKCD Ordinance.

By order of the Board
承董事局命



Mrs Carrie LAM CHENG Yuet-ngor, GBM, GBS, JP

林鄭月娥女士, GBM, GBS, JP

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

Hong Kong, 15 September 2016
2016年9月15日於香港

營運審視

管理局截至2016年3月31日止年度之營運審視載於本周年報告第4頁至第38頁及第49頁。

財務概要

管理局過去五年的財務業績及資產淨值 / 權益概要載於本周年報告第121頁。

彌償條文

《西九文化區管理局條例》(第601章)第40條規定：

「凡董事或委員就執行或其意是執行本條例下的任何職能(包括看來是根據本條例轉授或再轉授的職能)，真誠地作出或沒有作出任何事情，他毋須就該事情招致個人法律責任。」

董事局成員之合約權益

在本年度終結日或於年度內任何期間，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。

管理合約

管理局於年內並無訂立或存在有關管理局全部或任何重大部分業務的管理及行政合約。

核數師

帳目報表經羅兵咸永道會計師事務所審核，該事務所由董事局根據《西九文化區管理局條例》第29條於2015年12月委任。

INDEPENDENT

獨立核數師 AUDITOR'S REPORT
報告

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

羅兵咸永道

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

We have audited the statement of accounts of the West Kowloon Cultural District Authority (the "Authority") set out on pages 86 to 120, which comprises the balance sheet as at 31 March 2016, 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 Authority's responsibility for the statement of accounts

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 the West Kowloon Cultural District Authority Ordinance and for such internal control as the Authority 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.

本核數師(以下簡稱「我們」)已審計列載於第86頁至第120頁西九文化區管理局(「管理局」)的帳目報表，此帳目報表包括於2016年3月31日的資產負債表與截至該日止年度的損益表、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。

管理局就帳目報表須承擔的責任

管理局須負責根據香港會計師公會頒佈的《香港財務報告準則》及《西九文化區管理局條例》擬備真實而中肯的帳目報表，並對其認為為使帳目報表的擬備不存在由於欺詐或錯誤而導致的重大錯誤陳述所必需的內部控制負責。

核數師的責任

我們的責任是根據我們的審計對該等帳目報表發表意見，並按照《西九文化區管理局條例》第29條僅向閣下(作為整體)報告，除此之外本報告別無其他目的。我們不會就本報告的內容向任何其他人士負上或承擔任何責任。

我們已根據香港會計師公會頒佈的《香港審計準則》進行審計。該等準則要求我們遵守道德規範，並規劃及進行審計以對該等帳目報表是否不存有任何重大錯誤陳述獲取合理保證。

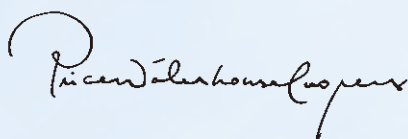
INDEPENDENT
AUDITOR'S REPORT 獨立核數師
報告**INDEPENDENT AUDITOR'S REPORT
TO THE WEST KOWLOON CULTURAL DISTRICT AUTHORITY (CONTINUED)**
(established in Hong Kong pursuant to
the West Kowloon Cultural District Authority Ordinance)**獨立核數師報告
致西九文化區管理局(續)**
(按照《西九文化區管理局條例》於香港成立)

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.

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 2016 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 compliance with the requirements of the West Kowloon Cultural District Authority Ordinance.



PricewaterhouseCoopers
羅兵咸永道會計師事務所
Certified Public Accountants
執業會計師

Hong Kong, 28 June 2016
香港，2016年6月28日

審計涉及執行情序以獲取有關帳目報表所載金額及披露資料的審計憑證。所選擇的程序取決於核數師的判斷，包括評估由於欺詐或錯誤而導致帳目報表存在重大錯誤陳述的風險。在評估該等風險時，核數師考慮與該機構擬備真實而中肯的帳目報表相關的內部控制，以設計適當的審計程序，但目的並非對管理局內部控制的有效性發表意見。審計亦包括評價管理局所採用會計政策的恰當性及所作出會計估計的合理性，以及評價帳目報表的整體列報方式。

我們相信，我們所獲得的審計憑證能充足及適當地為我們的審計意見提供基礎。

意見

我們認為，該等帳目報表已根據《香港財務報告準則》真實而中肯地反映管理局於2016年3月31日的事務狀況及其截至該日止年度的利潤及現金流量，並已遵照《西九文化區管理局條例》的規定妥為擬備。

STATEMENT 帳目 OF ACCOUNTS 報表

PROFIT AND LOSS ACCOUNT

損益表

FOR THE YEAR ENDED 31 MARCH 2016

截至2016年3月31日止年度

	Note 附註	2016 HK\$'000 港幣千元	2015 HK\$'000 港幣千元
Income			
Income from placements with the Exchange Fund		747,933	593,372
Bank interest income		136,373	249,179
Other investment income		4,346	799
Net fair value loss on forward foreign exchange contracts	3	(68,707)	(12,213)
Net exchange losses		(34,138)	(1,234)
Other income		7,034	6,764
		792,841	836,667
Expenses			
Staff costs	4	(129,413)	(108,192)
Other operating expenses	7	(171,799)	(136,054)
		(301,212)	(244,246)
Profit before depreciation and amortisation		491,629	592,421
Depreciation and amortisation		(14,287)	(7,648)
Profit for the year		477,342	584,773

The notes on pages 92 to 120 are an integral part of these statement of accounts.

第92頁至第120頁的附註為本帳目報表的整體部分。

STATEMENT OF COMPREHENSIVE INCOME

全面收益表

FOR THE YEAR ENDED 31 MARCH 2016

截至2016年3月31日止年度

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		2016 HK\$'000 港幣千元	2015 HK\$'000 港幣千元
Profit for the year	年度利潤	477,342	584,773
Other comprehensive income	其他全面收益		
Items that may be reclassified subsequently to the profit and loss account:	其後可能重新分類至損益之項目：		
Available-for-sale investments	可供出售投資		
– Changes in fair value	– 公允價值變動	203	404
– Transferred to the profit and loss account on redemption	– 贖回時轉移至損益表	(53)	–
		150	404
Total comprehensive income for the year	年度全面收益總額	477,492	585,177

The notes on pages 92 to 120 are an integral part of these statement of accounts.

第92頁至第120頁的附註為本帳目報表的整體部分。

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BALANCE SHEET

資產負債表

AS AT 31 MARCH 2016

於2016年3月31日

	Note 附註	2016 HK\$'000 港幣千元	2015 HK\$'000 港幣千元
Non-current assets			
Property, plant and equipment	9	2,433,252	1,129,018
Museum collections	10	518,670	370,359
Intangible assets	11	8,389	6,852
Placements with the Exchange Fund	12(a)	11,808,429	7,917,275
Available-for-sale investments	13	163,234	54,681
Time deposit with maturity over one year		100,000	—
Bank interest receivables		98	—
		15,032,072	9,478,185
Current assets			
Placements with the Exchange Fund	12(a)	4,072,424	7,215,645
Available-for-sale investments	13	—	10,051
Bank interest receivables		66,830	84,527
Income receivables from available-for-sale investments		2,249	683
Other receivables, prepayments and deposits	14	150,636	25,872
Forward foreign exchange contracts	12(b)	11,892	7,640
Cash and bank balances	15	6,831,531	8,525,605
		11,135,562	15,870,023
Current liabilities			
Forward foreign exchange contracts	12(b)	58,775	6,650
Other liabilities	16	572,177	283,709
		630,952	290,359
Net current assets		10,504,610	15,579,664
Total assets less current liabilities		25,536,682	25,057,849
Non-current liabilities			
Accrued contract gratuity		8,382	7,041
Net assets		25,528,300	25,050,808

BALANCE SHEET (CONTINUED)**資產負債表 (續)**

AS AT 31 MARCH 2016

於2016年3月31日

**STATEMENT
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	Note 附註	2016 HK\$'000 港幣千元	2015 HK\$'000 港幣千元
Equity			
Capital – Endowment from the Government of HKSAR	17	21,600,000	21,600,000
Reserves		3,928,300	3,450,808
		25,528,300	25,050,808

Approved and authorised for issue by the Board of the Authority on
28 June 2016.

董事局於2016年6月28日核准並許可發出。



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



Mr Duncan Pescod, GBS, JP
栢志高先生, GBS, JP
Chief Executive Officer
行政總裁

The notes on pages 92 to 120 are an integral part of these statement of
accounts.

第92頁至第120頁的附註為屬本帳目報表的整體部分。

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STATEMENT OF CHANGES IN EQUITY

權益變動表

FOR THE YEAR ENDED 31 MARCH 2016

截至2016年3月31日止年度

		Capital – Endowment from the Government of HKSAR 資金－香港特別 行政區政府撥款 HK\$'000 港幣千元	Fair value reserve 公允價值儲備 HK\$'000 港幣千元	Retained profits 保留溢利 HK\$'000 港幣千元	Total 總計 HK\$'000 港幣千元
Balance at 1 April 2014	於2014年4月1日的結餘	21,600,000	121	2,865,510	24,465,631
Profit for the year	年度利潤	–	–	584,773	584,773
Other comprehensive income	其他全面收益				
Available-for-sale investments:	可供出售投資：				
net movement in fair value reserve	公允價值儲備之淨變動	–	404	–	404
Total comprehensive income	年度全面收益	–	404	584,773	585,177
for the year	總額	–	404	584,773	585,177
Balance at 31 March 2015	於2015年3月31日的結餘	21,600,000	525	3,450,283	25,050,808
Profit for the year	年度利潤	–	–	477,342	477,342
Other comprehensive income	其他全面收益				
Available-for-sale investments:	可供出售投資：				
net movement in fair value reserve	公允價值儲備之淨變動	–	150	–	150
Total comprehensive income	年度全面收益	–	150	477,342	477,492
for the year	總額	–	150	477,342	477,492
Balance at 31 March 2016	於2016年3月31日的結餘	21,600,000	675	3,927,625	25,528,300

CASH FLOW STATEMENT**現金流轉表**

FOR THE YEAR ENDED 31 MARCH 2016

截至2016年3月31日止年度

**STATEMENT
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	Note 附註	2016 HK\$'000 港幣千元	2015 HK\$'000 港幣千元
Operating activities	營運活動		
Profit for the year	年度利潤	477,342	584,773
Adjustments for:	調整項目：		
Depreciation and amortisation	折舊及攤銷	14,287	7,648
Income from placements with the Exchange Fund	外匯基金存款收入	(747,933)	(593,372)
Bank interest income	銀行利息收入	(136,373)	(249,179)
Other investment income	其他投資收入	(4,346)	(799)
Net fair value loss on forward foreign exchange contracts	遠期外匯合約之公允價值虧損淨額	68,707	12,213
Net exchange losses	匯兌虧損淨額	34,138	1,234
Changes in working capital:	營運資金變動：		
Increase in other receivables, prepayments and deposits	其他應收款、預付帳款及按金增加	(124,764)	(4,100)
Increase in other liabilities	其他負債增加	94,658	9,657
Increase in non-current liabilities	非流動負債增加	1,341	2,816
Net cash used in operating activities	營運活動所用的現金淨額	(322,943)	(229,109)
Investing activities	投資活動		
Purchases / Construction of property, plant and equipment and intangible assets	購置 / 建造物業、廠房及設備和無形資產	(1,126,322)	(473,198)
Purchases of museum collections	購買博物館藏品	(158,514)	(114,150)
Restricted cash donations received	已收受限制現金捐贈	10,277	1,000
Increase in restricted cash	受限制現金增加	(74)	(593)
Purchases of available-for-sale investments	購入可供出售投資	(134,727)	(54,195)
Proceeds from disposal or redemption of available-for-sale investments	出售或贖回可供出售投資所得款項	34,048	—
Net receipt from time deposits with original maturities over three months	原到期日超過三個月之定期存款收款淨額	1,771,441	638,932
Interest received	已收利息	157,829	243,557
Net cash generated from investing activities	投資活動流入的現金淨額	553,958	241,353
Net increase in cash and cash equivalents	現金及現金等價物增加淨額	231,015	12,244
Cash and cash equivalents at beginning of year	年初的現金及現金等價物	16,197	5,083
Effect of exchange rate changes	匯率變動之影響	(504)	(1,130)
Cash and cash equivalents at end of year	年終的現金及現金等價物	246,708	16,197

Major non-cash transactions:

The Authority did not withdraw but reinvested the income of HK\$821 million (2015: HK\$519 million) which was earned from the placements with the Exchange Fund for January to December 2015. The income will be repaid by Hong Kong Monetary Authority ("HKMA") together with the principal amount on the maturity dates in 2016, 2019 or 2022 unless the Authority gives notice to HKMA for withdrawal of the interest amount prior to maturity dates. Details of the arrangement are disclosed in note 12(a).

主要非現金交易：

管理局未有提取其自2015年1月至12月期間，在外匯基金存款所賺取的收入8.21億港元(2015年：5.19億港元)，並已全數再投資於外匯基金存款。除非管理局於到期日前通知香港金融管理局(「金管局」)提取有關收入，否則該等收入將於2016、2019或2022年的到期日連同本金償還給管理局。詳細安排於附註12(a)披露。

The notes on pages 92 to 120 are an integral part of these statement of accounts.

第92頁至第120頁的附註為屬本帳目報表的整體部分。

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NOTES TO THE STATEMENT OF ACCOUNTS

帳目報表附註

FOR THE YEAR ENDED 31 MARCH 2016

截至2016年3月31日止年度

1 General information

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

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

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

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

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日頒布的《西九文化區管理局條例》(「西九條例」)(第601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西九條例第4(1)及4(2)條。簡略而言，管理局負責規劃、發展、營運及維持西九文化區(「西九」)的藝術文化設施、相關設施或附屬設施。

行政長官會同行政會議於2013年1月8日核准西九發展圖則(「發展圖則」)。該發展圖則提供一個法定土地用途規劃大綱，為西九內的發展及重建計劃提供指引。其後，管理局根據《城市規劃條例》第16條申請把西九用地的整體總樓面面積增加15%。該規劃申請於2014年11月14日獲城市規劃委員會批准。管理局根據獲批第16條申請的發展參數提交了批地申請，香港特別行政區政府現正適時處理有關批地申請。

2 主要會計政策**(a) 合規聲明**

本帳目報表乃按照香港會計師公會頒布所有適用的《香港財務報告準則》(此統稱包括所有適用的個別《香港財務報告準則》、《香港會計準則》和詮釋)，以及西九條例之規定而編製。適用於編製此帳目報表的主要會計政策載於下文。除另有說明外，此等政策在所列報的兩個年度內貫徹應用。

NOTES TO THE STATEMENT OF ACCOUNTS (CONTINUED)**帳目報表附註 (續)**

FOR THE YEAR ENDED 31 MARCH 2016

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**STATEMENT
OF ACCOUNTS** 帳目
報表**2 Significant accounting policies (Continued)****(b) Basis of preparation**

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

The preparation of the statement of accounts in conformity with HKFRSs 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.

(i) Amended standards adopted

The following amendments to standards have been adopted by the Authority for the first time for the financial year beginning on or after 1 April 2015:

- Amendments from annual improvements to HKFRSs – 2010-2012 Cycle
- Amendments from annual improvements to HKFRSs – 2011-2013 Cycle

The adoption of these amendments do not have significant impact on the Authority's results and state of affairs nor any substantial changes in the Authority's accounting policies and the presentation of the statement of accounts.

2 主要會計政策 (續)**(b) 編製基準**

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

管理層在編製符合《香港財務報告準則》的帳目報表時，須作出判斷、估計和假設，而這些判斷、估計和假設會對會計政策應用，以及對資產、負債、收入和支出的報告數額構成影響。這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。如果會計估計的修訂只影響某一年度，其影響便會在該年度內確認；如果修訂對當前和未來年度均有影響，則在作出修訂的年度和未來的年度確認。

(i) 採納已修改的準則

管理局首次採納了以下於2015年4月1日或之後開始的財政年度生效的準則修訂：

- 《香港財務報告準則》2010-2012週期的年度改進修訂
- 《香港財務報告準則》2011-2013週期的年度改進修訂

採納以上修訂並未對管理局的業績及事務狀況帶來重大影響，或並未對管理局的會計政策及帳目報表的列報帶來重大改變。

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NOTES TO THE STATEMENT OF ACCOUNTS (CONTINUED)

帳目報表附註(續)

FOR THE YEAR ENDED 31 MARCH 2016

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2 Significant accounting policies (Continued)

(b) Basis of preparation (Continued)

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

The following standards, and amendments to standards, which are relevant to the Authority, have been published and are mandatory for accounting years of the Authority beginning on or after 1 April 2016 or later years and have not been early adopted:

		Effective for accounting periods beginning on or after
Amendments from annual improvements	HKFRSs 2012-2014 Cycle	1 January 2016
Amendments to HKAS 1	Disclosure Initiative: Presentation of Financial Statements	1 January 2016
Amendments to HKAS 7	Disclosure Initiative: Statement of Cash Flows	1 January 2017
Amendments to HKAS 16 and HKAS 38	Clarification of Acceptable Methods of Depreciation and Amortisation	1 January 2016
HKFRS 9	Financial Instruments	1 January 2018
HKFRS 15	Revenue from Contracts with Customers	1 January 2018
HKFRS 16	Leases	1 January 2019

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

2 主要會計政策(續)

(b) 編製基準(續)

- (ii) 仍未生效的準則、修改和詮釋

以下為與管理局有關之已頒布的準則及準則修訂，管理局必須在2016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：

		在以下日期 或之後 開始的 會計年度 期間生效
年度改進修訂	《香港財務報告準則》 2012-2014週期	2016年1月1日
《香港會計準則》 第1號之修訂	披露計劃：財務 報表的列報	2016年1月1日
《香港會計準則》 第7號之修訂	披露計劃：現金 流轉表	2017年1月1日
《香港會計準則》 第16號及 《香港會計準則》 第38號之修訂	澄清可接受之折舊 及攤銷方法	2016年1月1日
《香港財務報告準則》 第9號	金融工具	2018年1月1日
《香港財務報告準則》 第15號	客戶合約收益	2018年1月1日
《香港財務報告準則》 第16號	租賃	2019年1月1日

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

NOTES TO THE STATEMENT OF ACCOUNTS (CONTINUED)**帳目報表附註 (續)**

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**STATEMENT
OF ACCOUNTS** 帳目
報表**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 dollars ("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.

Changes in the fair value of debt securities denominated in foreign currency classified as available-for-sale are analysed between translation differences resulting from changes in the amortised cost of the security and other changes in the carrying amount of the security. Translation differences related to changes in amortised cost are recognised in the profit and loss account, and other changes in carrying amount are recognised in other comprehensive income.

(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.

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(「功能貨幣」)計量。帳目報表以港幣列報，港幣為管理局的功能貨幣及列報貨幣。

(ii) 交易及結餘

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

以外幣為單位及被分類為可供出售的債務證券的公允價值變動，按照證券的攤銷成本變動所產生的匯兌差額與該證券賬面值的其他變動進行分析。與攤銷成本變動有關的匯兌差額在損益表確認，賬面值的其他變動則於其他全面收益中確認。

(d) 物業、廠房及設備

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

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NOTES TO THE STATEMENT OF ACCOUNTS (CONTINUED)

帳目報表附註(續)

FOR THE YEAR ENDED 31 MARCH 2016

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2 Significant accounting policies (Continued)

(d) Property, plant and equipment (Continued)

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:

Buildings (Nursery Park and site office)	3 to 7 years
Motor vehicles	5 years
Leasehold improvements, furniture and equipment	3 years
Computer equipment	3 years

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

No depreciation is provided for construction in progress.

The estimated useful life of an asset is reviewed annually.

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

(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.

2 主要會計政策(續)

(d) 物業、廠房及設備(續)

物業、廠房及設備的折舊以直線法計算並按其估計可使用年期將成本分攤如下：

樓房(苗圃公園及項目辦公室)	3至7年
汽車	5年
租賃物業裝修、傢具及設備	3年
電腦設備	3年

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

在建工程不計提折舊。

各項資產的預計可使用年期於每年予以檢討。

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

(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，而捐贈的博物館藏品則按象徵式價值入帳。已資本化之藝術品因被視為具有無限之可用年期，故不計提折舊，惟發現藝術品有損壞或變質，會對其進行減值評估。

NOTES TO THE STATEMENT OF ACCOUNTS (CONTINUED)**帳目報表附註 (續)**

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**STATEMENT
OF ACCOUNTS** 帳目
報表**2 Significant accounting policies (Continued)****(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.

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

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

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

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

2 主要會計政策 (續)**(f) 無形資產**

無形資產按歷史成本減去累計攤銷及減值準備在資產負債表列帳。具有有限可使用年期的可識別無形資產在其預計使用年內按直線法攤銷如下：

電腦軟體、使用權及系統	3年
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發展中的電腦軟體、使用權及系統按成本減累計減值虧損入帳。成本主要包括發展系統開支以及系統發展中產生的其他直接成本。當資產投入擬定用途所需的絕大部分準備工作完成後，上述費用便會停止資本化，而有關資產會轉列為適當的無形資產類別。

發展中的電腦軟體、使用權及系統不會進行攤銷。

無形資產的預計可使用年期於每年予以檢討。

(g) 以公允價值計量且其變動計入損益的金融資產或負債

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

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

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NOTES TO THE STATEMENT OF ACCOUNTS (CONTINUED)

帳目報表附註(續)

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

Available-for-sale investments are non-derivative financial assets that are either designated at this category or not classified in any of the other categories of financial assets. Available-for-sale investments are initially recognised at fair value. Transaction costs that are directly attributable to the acquisition of such assets are added to the initial fair value. If an available-for-sale financial asset has fixed or determinable payments and does not have an indefinite life, the transaction costs are amortised to the profit and loss account 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 is reclassified to the profit and loss account as a reclassification adjustment.

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

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

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

(j) Leases

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

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

2 主要會計政策(續)**(h) 可供出售投資**

可供出售投資為被指定為可供出售或沒有被列入上述任何其他類別的非衍生金融工具。可供出售投資最初按公允價值列帳，有關購買該等資產所直接產生的交易費用計入其初始公允價值。如可供出售投資有固定或可釐定付款金額且沒有設定持有期限，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，而公允價值之變動則被確認為權益中的一個獨立組成部分，直至該等資產被出售、收取或另行處置為止，或當該等資產被釐定將予減值時，先前於其他全面收益中呈報之累積收益或虧損將重新分類至損益表中作為重新分類調整。

可供出售投資在管理局承諾購買時確認，而在出售或到期時終止確認。

(i) 應收銀行利息及其他應收款、預付帳款及按金

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

(j) 租賃

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

營運租賃之租金支出在有關租賃之租賃期內以直線法於損益表確認。

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2 Significant accounting policies (Continued)

(k) Impairment of assets

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

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

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

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

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

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

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

- (ii) Available-for-sale investments

Available-for-sale investments are reviewed at each balance sheet date to determine whether there is objective evidence of impairment. If such evidence exists, the cumulative loss that has been recognised in the fair value reserve is reclassified to the profit and loss account as a reclassification adjustment. The amount of the cumulative loss that is recognised in the profit and loss account is the difference between the acquisition cost and current fair value, less any impairment loss on that asset previously recognised in the profit and loss account.

Impairment losses in respect of available-for-sale debt securities investments are reversed through the profit and loss account if the subsequent increase in fair value can be objectively related to an event occurring after the impairment loss was recognised in the profit and loss account.

2 主要會計政策 (續)

(k) 資產減值

- (i) 物業、廠房及設備、無形資產及博物館藏品

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

當博物館藏品有減值跡象，例如出現損耗或破損，或對其真偽出現新的存疑情況，其資產帳面金額會被檢視。

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

資產的可收回數額是其淨售價與使用價值兩者中的較高者。在評估使用價值時，須以稅前折現率將預計其未來的現金流折算為現值，而採用的折現率則應反映當時市場評估的貨幣的時間價值和該資產的相關風險。如果資產所產生的現金流入基本上不受其他資產所產生的現金流入所影響，則可收回數額會僅就包含該資產並產生獨立現金流入的最小資產類別的現金產生單位來釐定。

如果用作釐定可收回數額的估計出現利好變化，有關的減值虧損便會轉回。

所轉回的減值虧損僅限於在過往年度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。

- (ii) 可供出售投資

於每個資產負債表結帳日會檢視可供出售投資是否有減值的客觀證據。如存在該等證據，於公允價值儲備內確認之累積虧損須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。

倘其後公允價值之增加客觀上與確認減值虧損後發生之事件相關，有關的可供出售債務證券投資減值虧損會於損益表轉回。

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

- (iii) Bank interest receivables and other receivables, prepayments and deposits

A provision for impairment is established when there is objective evidence that the Authority will not be able to collect all amounts due according to the original terms of receivables. The amount of provision is the difference between the carrying amount of the financial asset and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the provision is recognised in the profit and loss account.

Such impairment loss is reversed in subsequent periods through the profit and loss account when an increase in the asset's recoverable amount can be related objectively to an event occurring after the impairment was recognised, subject to a restriction that the carrying amount of the asset at the date the impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised.

(l) Cash and cash equivalents

Cash and cash equivalents represent short-term highly liquid investments which are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value. Cash and cash equivalents comprise cash at bank and in hand, and time deposits with original maturities of three months or less (other than restricted cash).

(m) Other liabilities

Payables and accruals are initially recognised at fair value and thereafter stated at amortised cost using the effective interest method unless the effect of discounting would be immaterial, in which case they are stated at cost.

Restricted cash donations are recognised as liabilities initially when the donations are received. Donations that compensate the Authority for expenses incurred are recognised as income in the profit and loss account on a systematic basis in the same periods in which the expenses are incurred. Donations that compensate the Authority for the cost of an asset are deducted from the carrying amount of the asset.

2 主要會計政策(續)**(k) 資產減值(續)**

- (iii) 應收銀行利息及其他應收款、預付帳款及按金

當有客觀證據顯示管理局將未能在應收帳款到期時按照原定條款收回全數金額，須設立呆壞帳減值準備。呆壞帳減值準備之金額按金融資產的帳面值與根據實際利率貼現的預計未來現金流現值之差額計算。呆壞帳減值準備數額在損益表被確認。

倘資產可收回數額之增加客觀上與確認減值後發生之事件有關，則減值虧損將於往後的會計期間在損益表轉回，惟於減值轉回當日，資產之帳面值不得高於假若未有確認其減值時之攤銷成本。

(l) 現金及現金等價物

現金及現金等價物乃短期高流動性的投資，此等投資可隨時轉換為已知悉數額的現金，而其價值變動之風險甚低。現金及現金等價物包括銀行存款、現金及原到期日三個月或以內之定期存款(受限制現金除外)。

(m) 其他負債

應付款及應計帳款最初按公允價值入帳，其後以實際利率法計算的攤銷成本入帳；如果貼現計算的影響並不重大，則按成本入帳。

受限制現金捐贈在收到捐款時初始確認為負債。當捐贈是用於補償管理局所產生費用時，該捐贈在該等費用產生的相同期間內有系統地於損益表確認為收入。然而，用於補償管理局資產成本的捐贈則從相關資產的帳面值扣除。

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Interest income from bank deposits and available-for-sale investments is recognised on a time-apportioned basis using the effective interest method.

Changes in fair value of the placements with the Exchange Fund and forward foreign exchange contracts, which are designated as "financial assets or liabilities at fair value through profit or loss", are recognised as income or loss in the profit and loss account in the year in which they arise.

(o) Employee benefits

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

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

(p) Provisions and contingent liabilities

Provisions are recognised in the balance sheet when the Authority has a legal or constructive obligation of uncertain timing or amount as a result of a past event, and it is probable that the Authority will require an outflow of economic benefits to settle the obligation and the amount can be estimated reliably. Where the time value of money is material, provisions are stated at the present value of the expenditure expected to settle the obligation.

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events, are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

2 主要會計政策 (續)**(n) 收入確認**

銀行存款及可供出售投資之利息收入以實際利率法按時間比例基準確認。

被指定為「以公允價值計量且其變動計入損益的金融資產或負債」的外匯基金存款及遠期外匯合約的公允價值變動在其產生年度之損益表確認為收入或虧損。

(o) 僱員福利

薪金、約滿酬金及可享有的年假在僱員提供相關服務的年度內累計。

強積金供款在相關僱員提供服務的年度內累計為費用。

(p) 準備金及或有負債

當管理局須就已發生的事件承擔法律或推定責任，並能可靠地估計用來償付此等責任所引致的經濟利益外流時，管理局會為該時間或數額不定的負債在資產負債表中計提準備金。若現金貼現之影響重大，則按預計所需支出的現值計提準備金。

如果經濟利益外流的可能性較低，或無法對有關數額作出可靠的評估，則會披露該責任為或有負債，除非引致經濟利益外流的可能性極低。如或有責任的存在與否須視乎一項或多項未來事件的發生而確定，亦會披露為或有負債，除非經濟利益外流的可能性極低。

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3 Other investment income

3 其他投資收入

		2016 HK\$'000 港幣千元	2015 HK\$'000 港幣千元
<u>Available-for-sale investments</u>	可供出售投資		
Interest income	利息收入	4,346	799
Net losses on redemption	贖回虧損淨額	(53)	-
Reclassification from equity on redemption	贖回時自權益帳重新分類	53	-
		4,346	799

4 Staff costs

4 員工成本

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

由管理局直接聘請的僱員和一名從香港特別行政區政府借調的員工之成本如下：

		2016 HK\$'000 港幣千元	2015 HK\$'000 港幣千元
Salaries, contract gratuity and other benefits	薪金、約滿酬金及其他福利	188,171	153,790
Contributions to MPF scheme	強積金計劃供款	3,759	2,858
Total staff costs	員工成本總額	191,930	156,648
Less: Direct staff costs capitalised (note 2(d))	減：資本化的直接員工成本(附註2(d))	(62,517)	(48,456)
		129,413	108,192
Representing:	代表：		
Salaries, contract gratuity and other benefits	薪金、約滿酬金及其他福利	126,795	106,180
Contributions to MPF scheme	強積金計劃供款	2,618	2,012
		129,413	108,192

5 Board / Committee / Consultation Panel members' remuneration

5 董事局 / 委員會 / 諮詢會成員酬金

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會之主席及成員並無就其向管理局提供的服務收取任何酬金。

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6 Remuneration of Chief Executive Officer and Executive Directors

6 行政總裁及行政總監酬金

Remuneration received and receivable by Chief Executive Officer and Executive Directors are as follows:

行政總裁及行政總監已收取及應收取之酬金如下：

		Chief Executive Officer (note a) 行政總裁(註解a) HK\$'000 港幣千元	Executive Directors (note b) 行政總監(註解b) HK\$'000 港幣千元	Total 總計 HK\$'000 港幣千元
2016				
Salaries and other emoluments	薪酬及其他酬金	4,603	16,642	21,245
Contract gratuity	約滿酬金	544	2,478	3,022
Contributions to MPF scheme	強積金計劃供款	19	93	112
		<u>5,166</u>	<u>19,213</u>	<u>24,379</u>
2015				
Salaries and other emoluments	薪酬及其他酬金	5,433	15,485	20,918
Contract gratuity	約滿酬金	328	2,186	2,514
Contributions to MPF scheme	強積金計劃供款	18	86	104
		<u>5,779</u>	<u>17,757</u>	<u>23,536</u>

Notes:

- (a) The former Chief Executive Officer who served up to 2 August 2015 was entitled to contract gratuity up to 24 July 2014. The existing Chief Executive Officer was appointed with effect from 3 August 2015.
- (b) Executive Directors comprise Chief Operating Officer (from 6 October 2014 to 2 August 2015), Executive Directors – Finance, Human Resources, M+ (up to 9 January 2016), Performing Arts, Project Delivery and General Counsel.

註解：

- (a) 服務至2015年8月2日止的前任行政總裁獲發截至2014年7月24日止的約滿酬金。現任行政總裁於2015年8月3日起獲委任。
- (b) 行政總監包括營運總裁(由2014年10月6日至2015年8月2日止)、行政總監——財務、人力資源、M+(至2016年1月9日止)、表演藝術、項目推展及總法律顧問。

The remuneration of Chief Executive Officer and Executive Directors are shown in the ranges as follows:

行政總裁及行政總監之酬金範圍如下：

		2016 Number of individuals 人數	2015 Number of individuals 人數
HK\$5,500,001 – HK\$6,000,000	5,500,001港元至6,000,000港元	–	1
HK\$4,500,001 – HK\$5,000,000	4,500,001港元至5,000,000港元	1	–
HK\$3,500,001 – HK\$4,000,000	3,500,001港元至4,000,000港元	–	1
HK\$3,000,001 – HK\$3,500,000	3,000,001港元至3,500,000港元	2	1
HK\$2,500,001 – HK\$3,000,000	2,500,001港元至3,000,000港元	4	3
HK\$2,000,000 or below	2,000,000港元或以下	1	3
		<u>8</u>	<u>9</u>

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7 Other operating expenses

7 其他營運費用

		2016 HK\$'000 港幣千元	2015 HK\$'000 港幣千元
Programmes and research	節目和研究費用	31,738	25,856
Facilities management	場地設施管理	15,043	9,161
Museum collections management	博物館藏品管理		
– Operating lease payments	– 營運租賃費用	7,785	7,319
– Others	– 其他	6,901	5,658
Office accommodation	辦公場所		
– Operating lease payments	– 營運租賃費用	15,886	15,886
– Others	– 其他	6,662	6,103
Information technology operating expenses	資訊科技營運費用	11,651	5,143
Consultancy fees	顧問費用	29,937	24,361
Auditor's remuneration	核數師酬金	400	99
Others (note)	其他(註解)	45,796	36,468
		171,799	136,054

Note:

The expenses included advertising and promotion expenses, recruitment costs and legal fees.

註解:

其他支出包括廣告及宣傳推廣費用、招聘成本及法律費用。

8 Taxation

Pursuant to Section 41(1) of the WKCD Ordinance, the Authority is exempt from taxation under the Inland Revenue Ordinance, Cap. 112. Pursuant to Section 41(2) of the WKCD Ordinance, the Authority is also exempt from stamp duty under the Stamp Duty Ordinance, Cap. 117 in respect of any instrument relating to (a) the conveyance of any immovable property under which the beneficial interest of the property passes by way of gift to the Authority; or (b) the transfer of any stock within the meaning of the Stamp Duty Ordinance, under which the beneficial interest of the stock passes by way of gift to the Authority.

8 稅項

根據西九條例第41(1)條，管理局獲豁免而毋須根據《稅務條例》(第112章)繳稅。根據西九條例第41(2)條，管理局亦就關於以下事項的文書獲得豁免，而毋須根據《印花稅條例》(第117章)繳交印花稅：(a)任何不動產的轉易，而根據該轉易，該不動產的實益權益是以饋贈方式轉移給管理局的；或(b)任何《印花稅條例》所指的證券轉讓，而根據該轉讓，該證券的實益權益是以饋贈方式轉移給管理局的。

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9 Property, plant and equipment

9 物業、廠房及設備

		Buildings (Nursery Park and site office) 樓房 (苗圃公園及 項目辦公室) HK\$'000 港幣千元	Motor vehicles 汽車 HK\$'000 港幣千元	Leasehold improvements, furniture and equipment 租賃物業 裝修、傢具 及設備 HK\$'000 港幣千元	Computer equipment 電腦設備 HK\$'000 港幣千元	Construction in progress (note) 在建工程 (註解) HK\$'000 港幣千元	Total 總計 HK\$'000 港幣千元
2016							
Cost	成本						
At 1 April 2015	於2015年4月1日	29,956	779	12,307	8,156	1,096,964	1,148,162
Additions	增置	-	-	1,487	637	1,312,875	1,314,999
Transfers	轉撥	16,191	-	26	184	(16,401)	-
		<u>46,147</u>	<u>779</u>	<u>13,820</u>	<u>8,977</u>	<u>2,393,438</u>	<u>2,463,161</u>
Accumulated depreciation	累計折舊						
At 1 April 2015	於2015年4月1日	2,139	452	11,087	5,466	-	19,144
Charge for the year	年內折舊	8,058	114	1,015	1,578	-	10,765
		<u>10,197</u>	<u>566</u>	<u>12,102</u>	<u>7,044</u>	<u>-</u>	<u>29,909</u>
Net book value	帳面淨值						
At 31 March 2016	於2016年3月31日	<u>35,950</u>	<u>213</u>	<u>1,718</u>	<u>1,933</u>	<u>2,393,438</u>	<u>2,433,252</u>
2015							
Cost	成本						
At 1 April 2014	於2014年4月1日	-	496	11,299	6,525	477,199	495,519
Additions	增置	-	283	827	1,145	650,478	652,733
Transfers	轉撥	29,956	-	181	576	(30,713)	-
Disposals	出售 / 註銷	-	-	-	(90)	-	(90)
		<u>29,956</u>	<u>779</u>	<u>12,307</u>	<u>8,156</u>	<u>1,096,964</u>	<u>1,148,162</u>
Accumulated depreciation	累計折舊						
At 1 April 2014	於2014年4月1日	-	339	10,035	4,245	-	14,619
Charge for the year	年內折舊	2,139	113	1,052	1,311	-	4,615
Written back on disposals	出售 / 註銷後 撥回	-	-	-	(90)	-	(90)
		<u>2,139</u>	<u>452</u>	<u>11,087</u>	<u>5,466</u>	<u>-</u>	<u>19,144</u>
Net book value	帳面淨值						
At 31 March 2015	於2015年3月31日	<u>27,817</u>	<u>327</u>	<u>1,220</u>	<u>2,690</u>	<u>1,096,964</u>	<u>1,129,018</u>

Note:

The net book value of construction in progress included mainly the costs incurred for the design and construction of Xiqu Centre, M+ Museum and the Park.

註解:

在建工程的帳面淨值主要包括戲曲中心、M+博物館及公園之設計及工程費用。

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10 Museum collections

10 博物館藏品

		2016 HK\$'000 港幣千元	2015 HK\$'000 港幣千元
Cost	成本		
At 1 April	於4月1日	370,359	256,616
Additions	增置	148,311	113,743
At 31 March	於3月31日	518,670	370,359
Accumulated impairment	累計減值		
At 1 April	於4月1日	—	—
Charge for the year	年內減值	—	—
At 31 March	於3月31日	—	—
Net book value	帳面淨值		
At 31 March	於3月31日	518,670	370,359

Notes:

- (a) The Authority is in the process of establishing the M+ Collections Trust (the "Collections Trust") to hold the legal interest in the M+ Museum's collection of artworks.
- (b) The Authority acquired collections by donations through the followings, the carrying amount of which are stated at nominal value in accordance with the accounting policy in note 2(e):
- (i) During the year ended 31 March 2013, the Authority entered into a transaction with two agreements signed, one 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") and Dr. Ulrich Adolf Sigg (the "Donor" or "Seller") and another 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.

This is treated as a single transaction upon the contemporaneous completion of the Deed of Gift and Deed of Sale and Purchase. The transaction includes a condition that the Donor / Seller may at his sole discretion upon demand require the Authority or the Trustees of the Collections Trust to transfer the ownership and possession of the Donated Works to the Donor / re-sell the Purchased Works to the Seller at the price paid by the Authority in the event that the opening of the M+ facility in its major part shall be delayed beyond the year 2019 or that either or both the Authority or the Collections Trust is / are terminated or dissolved for any purpose other than reorganisation of any of the Authority, the Collections Trust or the M+ Museum.

The Donated Works were valued at around HK\$1.3 billion with reference to a valuation report prepared by an independent valuer in May 2012.

註解:

- (a) 管理局正籌備成立M+藏品信託(「藏品信託」)以持有M+博物館藏品之法定權益。
- (b) 管理局獲得捐贈的博物館藏品如下。按照會計政策附註2(e)，其帳面值以象徵式價值列帳：
- (i) 於截至2013年3月31日止年度，管理局在一項交易中簽署了兩份協議，其中一項協議，管理局接收由中國當代藝術基金會和烏利·希克博士(「捐贈方」或「賣方」)捐贈的1,463件當代中國藝術品(「捐贈作品」)，另一項協議則以約港幣1.8億港元，向烏利·希克博士購買47件當代中國藝術品(「購買作品」)。

由於捐贈契約與買賣契約同時履行，這被視為單項交易。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)，捐贈方/賣方可自行決定要求管理局或藏品信託的受託人把捐贈作品的擁有權及管有權轉回給捐贈方，或將購買作品以購買價格售回給賣方。

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。

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10 Museum collections (Continued)

Notes: (Continued)

(b) (ii) During the year ended 31 March 2016, restricted cash donations of HK\$10.3 million (2015: HK\$1.0 million) were received from donors for acquisition of museum collections and an amount of HK\$10.2 million (2015: HK\$0.4 million) was utilised for acquisition of museum collections. As at 31 March 2016, the remaining donations of HK\$0.7 million (2015: HK\$0.6 million) was recognised in other liabilities as disclosed in note 16.

(iii) Apart from the museum collections acquired by donations as disclosed in notes 10(b)(i) and 10(b)(ii), the Authority acquired artworks which were donations in kind from other sources.

10 博物館藏品(續)

註解：(續)

(b) (ii) 於截至2016年3月31日止年度，管理局收取捐贈者1,030萬港元(2015年：100萬港元)受限制現金捐贈，作為購買博物館藏品之用。其中1,020萬港元(2015年：40萬港元)已用於購買博物館藏品。截至2016年3月31日，剩餘之70萬港元捐贈(2015年：60萬港元)確認為其他負債(於附註16披露)。

(iii) 除了於附註10(b)(i)及10(b)(ii)披露有關管理局獲得捐贈的博物館藏品以外，管理局亦從其他來源獲得以實物方式捐贈的藝術品。

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
2016				
Cost	成本			
At 1 April 2015	於2015年4月1日	11,747	922	12,669
Additions	增置	150	4,909	5,059
Transfers	轉撥	940	(940)	-
At 31 March 2016	於2016年3月31日	12,837	4,891	17,728
Accumulated amortisation	累計攤銷			
At 1 April 2015	於2015年4月1日	5,817	-	5,817
Charge for the year	年內攤銷	3,522	-	3,522
At 31 March 2016	於2016年3月31日	9,339	-	9,339
Net book value	帳面淨值			
At 31 March 2016	於2016年3月31日	3,498	4,891	8,389
2015				
Cost	成本			
At 1 April 2014	於2014年4月1日	7,787	1,434	9,221
Additions	增置	1,983	1,465	3,448
Transfers	轉撥	1,977	(1,977)	-
At 31 March 2015	於2015年3月31日	11,747	922	12,669
Accumulated amortisation	累計攤銷			
At 1 April 2014	於2014年4月1日	2,784	-	2,784
Charge for the year	年內攤銷	3,033	-	3,033
At 31 March 2015	於2015年3月31日	5,817	-	5,817
Net book value	帳面淨值			
At 31 March 2015	於2015年3月31日	5,930	922	6,852

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

12 以公允價值計量且其變動計入損益的金融資產 / (負債)

	Note 註解	2016 HK\$'000 港幣千元	2015 HK\$'000 港幣千元
Assets			
Non-current portion			
– Placements with the Exchange Fund	(a)	11,808,429	7,917,275
Current portion			
– Placements with the Exchange Fund	(a)	4,072,424	7,215,645
– Forward foreign exchange contracts	(b)	11,892	7,640
		4,084,316	7,223,285
		15,892,745	15,140,560
Liabilities			
Current portion			
– Forward foreign exchange contracts	(b)	(58,775)	(6,650)

(a) Placements with the Exchange Fund

As at 31 March 2016, the balance of the placements with the Exchange Fund amounted to HK\$15,881 million (2015: HK\$15,133 million), comprising the total principal sums of HK\$13,800 million (2015: HK\$13,800 million) plus income earned and accrued but not yet withdrawn at the balance sheet date.

The placements, by way of credit facilities entered into between the Authority and Hong Kong Monetary Authority ("HKMA"), have a term of six years from the respective dates of placements. The principal amounts of HK\$3,500 million, HK\$3,800 million and HK\$6,500 million will be repaid by HKMA in July 2016, October 2019 and January 2022 respectively.

In general, the Authority is not able to withdraw the principal amounts before the maturity dates. During the year ended 31 March 2016, the placement with a principal amount of HK\$6,500 million, which was placed in January 2010, matured and was rolled over (together with its income accrued) for another term of six years on special terms.

The rate of return on the placements, which is determined annually in January and payable annually in arrear on 31 December, is calculated on the basis of the average annual rate of return on the Investment Portfolio of the Exchange Fund over the past six years or the average annual yield of three-year Exchange Fund Notes in the previous year (subject to a minimum of zero percent), whichever is the higher. This rate has been fixed at 3.6%, 5.5% and 3.3% per annum for January to December 2014, 2015 and 2016 respectively.

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

(a) 外匯基金存款

於2016年3月31日，存放於外匯基金之存款結餘為158.81億港元(2015年：151.33億港元)，其中包括總本金金額138億港元(2015年：138億港元)，另加於資產負債表結帳日已賺取但未被提取之收入。

根據管理局與香港金融管理局(「金管局」)的信貸安排，存款期以存款時的各個日期起計為期6年，當中的35億港元、38億港元及65億港元之本金將分別於2016年7月、2019年10月及2022年1月到期。

一般而言，管理局不能於到期日前提取其本金。於截至2016年3月31日止年度，本金為65億港元之存款(於2010年1月存放)已到期，並已連同其未被提取之收入以特別條款延續額外6年存款期。

存款的回報率在每年1月釐定並於每年12月31日發放。回報率是按外匯基金的投資組合在過去6年的平均年度投資回報率，或3年期外匯基金債券在上一個年度的平均年度收益率(以0%為下限)計算，以兩者中較高者為準。2014年1月至12月、2015年1月至12月及2016年1月至12月之回報率分別已定為年率3.6%、5.5%及3.3%。

管理局將外匯基金存款指定為「以公允價值計量且其變動計入損益的金融資產」。此金融資產以港幣計值。

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12 Financial assets / (liabilities) at fair value through profit or loss (Continued)

(b) Forward foreign exchange contracts

The Authority has entered into a number of forward foreign exchange contracts. The notional principal amounts of outstanding forward foreign exchange contracts were equivalent to HK\$3,538 million (2015: HK\$688 million) in total when translating foreign currency amounts using spot rates at the balance sheet date. The maturities of the contracts fall within one year of the balance sheet date.

As at 31 March 2016, the fair value of the forward foreign exchange contracts was calculated as the present value of expected future cash flows relating to the difference between the contract rates and the market forward rates at the balance sheet date.

13 Available-for-sale investments

As at 31 March 2016, the fair value of the available-for-sale investments was HK\$163.2 million (2015: HK\$64.7 million), which was based on the valuation provided by the custodians.

12 以公允價值計量且其變動計入損益的金融資產 / (負債) (續)

(b) 遠期外匯合約

管理局訂立多份遠期外匯合約。尚未到期的遠期外匯合約之名義本金以資產負債表結帳日現貨匯率換算折合為35.38億港元(2015年：6.88億港元)。該等合約的到期日為資產負債表結帳日後1年內。

於2016年3月31日，遠期外匯合約的公允價值是按資產負債表結帳日的合約匯率與市場遠期匯率之差額估計相關的未來現金流現值。

13 可供出售投資

於2016年3月31日，根據託管人提供之估值，可供出售投資之公允價值為1.632億港元(2015年：6,470萬港元)。

		2016 HK\$'000 港幣千元	2015 HK\$'000 港幣千元
Debt securities	債務證券		
– Listed in Hong Kong	– 在香港上市	163,234	54,681
– Unlisted	– 非上市	–	10,051
		163,234	64,732
Current portion	流動部分	–	10,051
Non-current portion	非流動部分	163,234	54,681
		163,234	64,732

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14 Other receivables, prepayments and deposits

14 其他應收款、預付帳款及按金

		2016 HK\$'000 港幣千元	2015 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)	137,385	20,047
Rental deposits	租賃按金	7,561	4,670
Others	其他	5,690	1,155
		150,636	25,872

Note:

The Authority entered into several agreements with the Government for carrying out government entrustment works on its behalf. The Authority agreed with the Government to receive reimbursements from the Government or entrust some WKCD construction works to offset the balance.

註解：

管理局與香港特別行政區政府訂立多份協議，以代表政府進行數項政府委託工程。管理局與政府同意管理局將獲政府償還已支付的款項或委託政府進行若干管理局工程以抵銷結餘。

15 Cash and bank balances

15 現金及銀行結餘

		2016 HK\$'000 港幣千元	2015 HK\$'000 港幣千元
Time deposits with original maturities over three months	原到期日超過三個月之定期存款	6,584,156	8,508,815
Time deposits with original maturities of three months or less	原到期日為三個月或以內之定期存款	245,044	13,000
Cash at bank and in hand	銀行存款和現金	2,331	3,790
Cash and bank balances	現金及銀行結餘	6,831,531	8,525,605
Less: Time deposits with original maturities over three months	減：原到期日超過三個月之定期存款	(6,584,156)	(8,508,815)
Restricted cash (note)	受限制現金(註解)	(667)	(593)
Cash and cash equivalents	現金及現金等價物	246,708	16,197

Note:

As at 31 March 2016, restricted cash donations of HK\$0.7 million (2015: HK\$0.6 million) included in bank balances were designated by a donor for the purpose of museum collection acquisition.

註解：

於2016年3月31日，銀行結餘其中70萬港元(2015年：60萬港元)為受限制現金，乃一名捐贈者指定須作為購買博物館藏品之用。

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16 Other liabilities

16 其他負債

		2016 HK\$'000 港幣千元	2015 HK\$'000 港幣千元
Payables and accruals for construction contracts	工程合約之應付款及應計帳款	419,106	225,370
Provision for annual leave entitlements and MPF contributions	可享有的年假準備及強積金供款	4,032	2,920
Accrued contract gratuity	應付約滿酬金	9,829	9,499
Deposits received	已收按金	1,068	1,081
Restricted cash donations received	已收受限制現金捐贈	667	593
Other payables and accruals (note)	其他應付款及應計帳款(註解)	137,475	44,246
		572,177	283,709

Note:

As at 31 March 2016, other payables and accruals included payables for construction contracts for government entrustment works amounting to HK\$77.0 million (2015: HK\$2.5 million).

註解:

於2016年3月31日，其他應付款及應計帳款包括政府委託工程之工程合約應付款7,700萬港元(2015年：250萬港元)。

17 Capital and reserves

17 資金及儲備

(a) Capital

(a) 資金

On 4 July 2008, the Finance Committee of the Legislative Council of HKSAR approved an upfront endowment of HK\$21.6 billion to the Authority for developing WKCD.

於2008年7月4日，香港特別行政區立法會財務委員會通過向管理局提供一筆過撥款216億港元以發展西九。

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.

根據西九條例第22(2)條，管理局須(a)以應有的謹慎和盡其應盡的努力，管理其財政(包括資源)；及(b)確保營運和管理藝術文化設施、相關設施及附屬設施在財務上的可持續性。

(b) Fair value reserve

(b) 公允價值儲備

The fair value reserve comprises the cumulative net change in the fair value of available-for-sale investments held at the balance sheet date and is dealt with in accordance with the accounting policies in notes 2(h) and 2(k)(ii).

公允價值儲備包括於資產負債表結帳日持有之可供出售投資之公允價值累計變動淨額，並按照附註2(h)及2(k)(ii)的會計政策處理。

18 Banking facilities

18 銀行信貸安排

The Authority has uncommitted money market line facilities of HK\$250 million (2015: HK\$250 million). Interest is payable on amounts drawn down at a rate related to Hong Kong Inter-bank Offered Rate. There was no outstanding balance as at 31 March 2016 and 31 March 2015.

管理局簽訂了一項價值2.5億港元(2015年：2.5億港元)之非承諾貨幣市場信貸安排。利息以香港銀行同業拆息按已支用金額計算。於2016年3月31日及2015年3月31日並無支用信貸餘額。

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19 Commitments

(a) Operating lease commitments

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

19 承擔

(a) 營運租賃承擔

不可註銷之營運租賃之未來最低租金承擔總額如下：

		2016 HK\$'000 港幣千元	2015 HK\$'000 港幣千元
Land and buildings	土地及樓房		
– within one year	– 一年內	18,056	18,250
– in the second to fifth years	– 第二至第五年間	20,931	13,238
		38,987	31,488
Other assets	其他資產		
– within one year	– 一年內	–	30
		38,987	31,518

(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：

		2016 HK\$'000 港幣千元	2015 HK\$'000 港幣千元
Contracted but not provided for (note)	已簽約但未撥備(註解)		
– Property, plant and equipment	– 物業、廠房及設備	7,709,026	3,285,793
– Museum collections	– 博物館藏品	11,463	2,865
– Intangible assets	– 無形資產	35,751	487
		7,756,240	3,289,145

Note:

As at 31 March 2016, apart from the foregoing, commitments relating to government entrustment works of HK\$1,242.2 million (2015: HK\$97.0 million) were contracted but not provided for.

註解：

於2016年3月31日，除了前述以外，有關政府委託工程之承擔價值為12.422億港元(2015年：9,700萬港元)已簽約但未撥備。

Authorised but not contracted for	已批准但未簽約		
– Property, plant and equipment	– 物業、廠房及設備	16,820	107,151
– Museum collections	– 博物館藏品	94,707	115,063
– Intangible assets	– 無形資產	–	11,236
		111,527	233,450

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20 Material related party transactions

- (a) 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. In addition to the balances and transactions detailed elsewhere in these statement of accounts, the Authority had the following material transactions with related parties during the year:

20 重大關聯方交易

- (a) 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。就本帳目報表而言，管理局與政府部門、機構或政府控制實體之間的交易，除政府與管理局的正常往來例如支付地租、差餉及費用等外，均視作關聯方交易。於本年度，除在本帳目報表其他部份內披露的交易及結餘，管理局與關聯方進行以下重大交易：

		2016 HK\$'000 港幣千元	2015 HK\$'000 港幣千元
Income from placements with the Exchange Fund (note 12(a))	外匯基金存款收入 (附註12(a))	747,933	593,372
Salaries and related costs of a secondees from the Government of HKSAR	從香港特別行政區政府借調一名員工之薪金及有關成本	262	932
Government entrusted works carried out on behalf of the Government of HKSAR	代表香港特別行政區政府進行之政府委託工程	258,841	35,646
Reimbursements received from the Government of HKSAR for carrying out some government entrusted works	收取香港特別行政區政府有關委託工程之償付	141,503	30,414

(b) Key management personnel remuneration

Details of the remuneration of Chief Executive Officer and Executive Directors are disclosed in note 6.

(b) 關鍵管理人員酬金

行政總裁及行政總監酬金的詳情於附註6披露。

21 Financial risk management

(a) Financial risk factors

Risk management is carried out by the Authority under approved policies. The Authority identifies and evaluates financial risks, and provides written principles for overall risk management. A treasury team in the Finance Department is dedicated to the day-to-day management and investment of the funds.

21 財務風險管理

(a) 財務風險因素

管理局根據既定政策進行風險管理。管理局識別及評估財務風險，及提供書面原則以作整體的風險管理。財務部門之庫務組乃專注負責日常資金管理及投資事項。

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21 Financial risk management (Continued)

(a) Financial risk factors (Continued)

(i) Foreign currency risk

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

The Authority's foreign currency risk exposure arises from its bank deposits and investments in debt securities that are denominated in foreign currencies, and forward foreign exchange contracts. A set of investment guidelines covering investment limits, risk management and controls is used to manage the Authority's foreign currency risk.

The following table details the Authority's exposure at the balance sheet date to currency risk arising from significant financial assets denominated in foreign currencies including United States Dollar ("USD") and Renminbi ("RMB"). Other than the items set out in the table below, all financial assets and liabilities at the balance sheet date are denominated in HK\$.

21 財務風險管理 (續)

(a) 財務風險因素 (續)

(i) 外幣風險

港幣為管理局的功能貨幣及列報貨幣。管理局的外幣風險主要來自其非以港幣為計值單位的外幣金融資產或負債。

管理局承擔的外幣風險來自以外幣計值之銀行存款及債務證券投資，以及遠期外匯合約。管理局設有一套涵蓋投資限制、風險管理及控制的投資指引以管理外幣風險。

下表呈列管理局於資產負債表結帳日須承擔以外幣包括美元及人民幣計價之重大金融資產所引起的外幣風險。除下表所列項目外，其他金融資產及負債在資產負債表結帳日皆以港幣計值。

		2016		2015	
		USD	RMB	USD	RMB
		美元	人民幣	美元	人民幣
		HK\$ million	HK\$ million	HK\$ million	HK\$ million
		港幣百萬元	港幣百萬元	港幣百萬元	港幣百萬元
Time deposits with original maturities over three months and cash and cash equivalents	原到期日超過三個月之定期存款和現金及現金等價物	3,049	992	4,945	1,021
Bank interest receivables	應收銀行利息	21	30	37	31
Available-for-sale investments	可供出售投資	163	—	55	—
Gross exposure arising from recognised assets and liabilities	來自確認資產及負債產生之總風險	3,233	1,022	5,037	1,052
Notional amounts of forward foreign exchange contracts	遠期外匯合約名義金額	(2,504)	(1,034)	(2,612)	1,924
Overall net exposures	整體淨風險	729	(12)	2,425	2,976

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. Forward currency exchange contracts are also used for managing the Authority's currency exposure. During the year ended 31 March 2016, in view of the market volatility in RMB, the Authority liquidated the RMB investments via forward foreign exchange contracts to mitigate the currency risk. It is assumed that the pegged rate between the USD and HK\$ would not give rise to significant foreign currency risk in USD.

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。管理局並利用遠期外匯合約管理其外幣風險。於截至2016年3月31日止年度，有鑑於人民幣匯率市場的波動，管理局透過遠期外匯合約出售其人民幣投資以減輕貨幣風險。預期港元與美元之聯繫匯率並不會構成重大美元貨幣風險。

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21 Financial risk management (Continued)

(a) Financial risk factors (Continued)

(ii) Interest rate risk

The Authority's interest-bearing assets include the placements with the Exchange Fund, bank deposits and investments in debt securities. Apart from the placements with the Exchange Fund, the return of which is determined annually (see note 12(a)), most of these assets bear interest at fixed rates. As regards to bank deposits, since they are all stated at amortised cost, their carrying amounts and the Authority's profit for the year will not be affected by changes in market interest rates.

(iii) Credit risk

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

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

The Authority sets limits on its exposure to the approved list of banks / institutions. To ensure that there is no significant concentration of credit risk to a single counterparty, balance with each bank / institution is subject to a maximum exposure limit based on factors such as overall deposit base and capital base of the bank / institution and funds under management. In addition, based on the prevailing economic and financial development, the approved list of banks / institutions and the exposure limits are regularly monitored, revised and updated.

The Authority's investments in debt securities were of a minimum issuer / issue credit rating of A3 or above by Moody's or equivalent rating by Standard and Poor's as at 31 March 2016.

(iv) Liquidity risk

The Authority's policy is to regularly monitor current and expected liquidity requirements to ensure that the Authority maintains sufficient reserves of cash and adequate undrawn uncommitted banking facilities to meet its liquidity requirements in the short and long terms.

Accrued contract gratuity is payable without interest upon satisfactory completion of the employment contract or each successive period as specified in individual employment contract. Other financial liabilities of the Authority at the balance sheet date do not bear interest and are payable within one year or on demand.

All of the Authority's gross settled forward foreign exchange contracts are in hedge relationships and are due to settle within 12 months of the balance sheet date. These contracts require undiscounted contractual cash inflows of HK\$1,239 million (2015: HK\$2,057 million) and undiscounted contractual cash outflows of HK\$4,777 million (2015: HK\$2,745 million).

21 財務風險管理 (續)

(a) 財務風險因素 (續)

(ii) 利率風險

管理局之計息資產包括外匯基金存款、銀行存款及債務證券投資。除外匯基金存款的回報率每年釐定外(見附註12(a))，大部分資產以固定利率計息。由於銀行存款均按攤銷成本列帳，其帳面值及管理局之年度利潤不會受市場利率變動影響。

(iii) 信貸風險

管理局的信貸風險指對手方或不履行其外匯基金存款、銀行存款、債務證券及遠期外匯合約條款而造成的風險。

管理局相信將部分資金存放於外匯基金是審慎做法，並預期金管局能履行與管理局有關存款之合約條款。

管理局對核准銀行 / 機構名單設定其風險承擔限額。為確保沒有信貸風險重大集中於單一對手方，於每家銀行 / 機構的結存均設有最高風險承擔限額。而此限額乃基於該等銀行 / 機構的整體存款額和資本額及管理局之資金而定。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2016年3月31日，有關管理局債務證券投資的發行者或發行信用評級為穆迪A3級或以上，或標準普爾作出的同等信用評級。

(iv) 流動資金風險

管理局之政策是定期檢視現時及預期的流動資金需求，以確保管理局維持充足的現金儲備以及足夠的非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，將於僱傭合約或在個別僱傭合約中指定的每個連續週期圓滿結束後支付，而管理局於資產負債表結帳日的其他財務負債則為不計利息並須於一年內或按通知即時支付的款項。

管理局所有以總額結算的遠期外匯合約皆為對沖關係，並須於資產負債表結帳日後12個月內結算。該等合約規定合約之未折算現金流入為12.39億港元(2015年：20.57億港元)及合約之未折算現金流出為47.77億港元(2015年：27.45億港元)。

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21 Financial risk management (Continued)

(a) Financial risk factors (Continued)

(v) Sensitivity analysis

• Foreign currency risk

The Authority is exposed to foreign currency risk due to primarily fluctuations in the RMB exchange rates (see note 21(a)(i)). As at 31 March 2016, if there were a 3% (2015: 3%) increase / decrease in the RMB exchange rate against the HK\$ on the same date, it is estimated that, with all other variables held constant, it would decrease / increase (2015: increase / decrease) the Authority's profit for the year by approximately HK\$0.4 million (2015: HK\$89.2 million).

The sensitivity analysis has been determined assuming that the change in foreign exchange rates had occurred at the balance sheet date and had been applied to the Authority's net exposure to currency risk for the RMB denominated financial assets in existence at that date, and that all other variables, in particular interest rates, remain constant. The stated changes in foreign currency represent the Authority's assessment of reasonable possible changes in foreign exchange rates over the period until the next balance sheet date.

• Interest rate risk

The Authority is exposed to financial risk arising from changes in the rate of return on the placements with the Exchange Fund, which is set annually in January. Based on the balance of the placements with the Exchange Fund as at 31 March 2016, if there were an increase / decrease of 0.1% (or 10 basis points) in the current year rate of return, it is estimated that, with all other variables held constant, the Authority's income from the placements with the Exchange Fund would have increased / decreased by approximately HK\$15.8 million (2015: HK\$14.9 million) a year on an annualised basis.

The Authority is also 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 2016, 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\$6.9 million (2015: HK\$8.5 million) a year.

The sensitivity analysis on the exposure to interest rate risk stated above has been determined assuming that the change in interest rates had occurred at the balance sheet date and had been applied to the time deposits in existence at that date. Fixed rate debt securities, which are available-for-sale investments carried at fair value, are excluded from this analysis.

21 財務風險管理 (續)

(a) 財務風險因素 (續)

(v) 敏感度分析

• 外幣風險

管理局須承受人民幣匯率波動的外幣風險 (見附註 21(a)(i))。於2016年3月31日, 如人民幣兌港幣之匯率在該日上升 / 下跌3% (2015年: 3%), 在所有其他因素維持不變的情況下, 估計管理局之年度利潤將減少 / 增加約40萬港元 (2015年: 增加 / 減少約8,920萬港元)。

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淨風險, 且所有其他因素 (尤其是利率) 保持不變。以上列明之外幣變動代表管理局對直至下一個資產負債表結帳日對匯率合理可能變動之評估。

• 利率風險

管理局承受因外匯基金存款的回報率變動所產生的財務風險, 此回報率於每年1月釐定。就2016年3月31日之外匯基金存款結餘而言, 假如回報率在本年度增加 / 減少0.1% (或10計息基點) 以及其他因素不變, 估計管理局之外匯基金存款收入按年度計算每年將增加 / 減少約1,580萬港元 (2015年: 1,490萬港元)。

管理局亦須承受銀行存款因市場利率波動而產生的利率風險。就2016年3月31日之定期存款結餘而言, 假如年利率在該日普遍增加 / 減少0.1% (或10計息基點), 以及其他因素不變, 估計管理局一年之年度利潤將因此增加 / 減少約690萬港元 (2015年: 850萬港元)。

以上有關利率風險的敏感度分析之釐定乃假設利率於資產負債表結帳日有變動及應用在該日結存的定期存款。以上分析並不包括按公允價值列帳的可供出售定息債務證券。

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21 Financial risk management (Continued)

(b) Capital risk management

The Authority's objectives when managing capital are to safeguard the Authority's ability to continue as a going concern and ensure the financial sustainability of the operation and management of the arts and cultural facilities, related facilities or ancillary facilities of WKCD.

The Authority's working capital is mainly financed by the Government's upfront endowment. Under the WKCD Ordinance, the Authority is required to manage its finances with due care and diligence and invest the capital of the Authority in a financially prudent manner.

(c) Fair value estimation

Financial assets / (liabilities) carried at fair value

The following presents the assets and liabilities measured at fair value or required to disclose their fair value in these financial statements on a recurring basis at 31 March 2016 across the three levels of the fair value hierarchy defined in HKFRS 13: Fair Value Measurement, with the fair value measurement categorised in its entirety based on the lowest level input that is significant to the entire measurement. The levels of inputs are defined as follows:

- Level 1 (highest level): quoted prices (unadjusted) in active markets for identical assets or liabilities that the Authority can access at the measurement date;
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly;
- Level 3 (lowest level): unobservable inputs for the asset or liability.

21 財務風險管理 (續)

(b) 資本風險管理

管理局的資本管理政策，是保障管理局能夠繼續經營及確保營運和管理西九的藝術文化設施、相關設施及附屬設施在財務上的可持續性。

管理局的營運資金主要由香港特別行政區政府提供的一筆過撥款融資。根據西九條例，管理局必須以應有的謹慎和盡其應盡的努力管理其財政及以審慎理財的方式投資其資金。

(c) 公允價值估計

按公允價值列帳的金融資產 / (負債)

下表呈列有關於2016年3月31日，按《香港財務報告準則》第13號：「公允價值計量」所釐定的公允價值級別架構的三個級別中，以公允價值計量或須定期於財務報表披露公允價值的金融資產與負債，其公允價值是以整體價值計量並按最低級別的重要公允價值輸入變量的類別進行歸類。有關輸入變量級別的定義如下：

- 第1級(最高級別)：管理局可在計量日在活躍市場上取得相同資產或負債的報價(未經調整)；
- 第2級：除第1級包括的報價外，可直接或間接觀察之資產或負債的輸入變量；
- 第3級(最低級別)：無法觀察之資產或負債的輸入變量。

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21 Financial risk management (Continued)

21 財務風險管理 (續)

(c) Fair value estimation (Continued)

(c) 公允價值估計 (續)

Financial assets / (liabilities) carried at fair value (Continued)

按公允價值列帳的金融資產 / (負債) (續)

		Level 1 第1級 HK\$ million 港幣百萬元	Level 2 第2級 HK\$ million 港幣百萬元	Level 3 第3級 HK\$ million 港幣百萬元
2016				
Financial assets at fair value through profit or loss	以公允價值計量且其變動計入損益的金融資產			
Placements with the Exchange Fund (note 12(a))	外匯基金存款 (附註12(a))	—	—	15,881
Trading derivatives:	對沖衍生工具：			
– Forward foreign exchange contracts (note 12(b))	– 遠期外匯合約 (附註12(b))	—	12	—
Available-for-sale debt securities (note 13):	可供出售債務證券 (附註13)			
Listed	上市	—	163	—
Financial liabilities at fair value through profit or loss	以公允價值計量且其變動計入損益的金融負債			
Trading derivatives:	對沖衍生工具：			
– Forward foreign exchange contracts (note 12(b))	– 遠期外匯合約 (附註12(b))	—	(59)	—
At 31 March 2016	於2016年3月31日	<u>—</u>	<u>116</u>	<u>15,881</u>
2015				
Financial assets at fair value through profit or loss	以公允價值計量且其變動計入損益的金融資產			
Placements with the Exchange Fund (note 12(a))	外匯基金存款 (附註12(a))	—	—	15,133
Trading derivatives:	對沖衍生工具：			
– Forward foreign exchange contracts (note 12(b))	– 遠期外匯合約 (附註12(b))	—	8	—
Available-for-sale debt securities (note 13):	可供出售債務證券 (附註13)			
Listed	上市	—	55	—
Unlisted	非上市	—	10	—
Financial liabilities at fair value through profit or loss	以公允價值計量且其變動計入損益的金融負債			
Trading derivatives:	對沖衍生工具：			
– Forward foreign exchange contracts (note 12(b))	– 遠期外匯合約 (附註12(b))	—	(7)	—
At 31 March 2015	於2015年3月31日	<u>—</u>	<u>66</u>	<u>15,133</u>

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21 Financial risk management (Continued)

(c) Fair value estimation (Continued)

Financial assets / (liabilities) carried at fair value (Continued)

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.

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

As mentioned in note 12(b), at the balance sheet date, the fair value of forward foreign exchange contracts is calculated as the present value of expected future cash flows relating to the difference between the contract rates and the market forward rates at the balance sheet date.

If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3. The placements with the Exchange Fund are included in Level 3. Its fair value, which is determined with reference to the estimated rates of investment return for future years, approximates its carrying value.

- Movement in Level 3 fair value measurement

21 財務風險管理(續)

(c) 公允價值估計(續)

按公允價值列帳的金融資產 / (負債) (續)

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。此等估值技術盡量利用可觀察市場數據(如有)，並盡量少依賴主體的特定估計。如計算一項金融工具的公允價值所需的所有重大輸入變量為可觀察數據，則該金融工具被列入第2級。管理局的可供出售投資及遠期外匯合約被列入第2級。

- 於第2級及第3級公允價值計量之估值技術與輸入變量描述

根據附註12(b)所述，遠期外匯合約的公允價值是按資產負債表結帳日的合約利率與市場遠期利率之差額估計相關的未來現金流現值。

如一項或多項重大輸入變量並非根據可觀察市場數據，則該金融工具被列入第3級。管理局的外匯基金存款被列入第3級。此公允價值是參考未來數年的估計投資回報率計算決定，其公允價值約為其帳面值。

- 公允價值計量為第3級之變動

		2016 HK\$ million 港幣百萬元	2015 HK\$ million 港幣百萬元
At 1 April	於4月1日	15,133	14,540
Income from placements with the Exchange Fund recognised in the profit and loss account	於損益表中確認之外匯基金存款收入	748	593
At 31 March	於3月31日	15,881	15,133

STATEMENT
帳目 OF ACCOUNTS
報表

NOTES TO THE STATEMENT OF ACCOUNTS (CONTINUED)

帳目報表附註(續)

FOR THE YEAR ENDED 31 MARCH 2016

截至2016年3月31日止年度

21 Financial risk management (Continued)

(c) Fair value estimation (Continued)

Financial assets / (liabilities) carried at fair value (Continued)

- 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 and loss account.

During the years ended 31 March 2016 and 2015, there were no transfers between Level 1 and Level 2, nor transfers into or out of Level 3.

22 Event after the balance sheet date

On 14 April 2016, M Plus Museum Limited, a company limited by guarantee, was incorporated in Hong Kong as a wholly-owned subsidiary of the Authority. The principal activities of M Plus Museum Limited are to plan, design, operate, manage, maintain and otherwise deal with the arts and cultural facilities and related or ancillary facilities of the M+ Museum at WKCD.

23 Comparative figures

Certain comparative figures have been reclassified to conform to the current year's presentation.

21 財務風險管理(續)

(c) 公允價值估計(續)

按公允價值列帳的金融資產 / (負債)(續)

- 重大不可觀察輸入變量之量化資料及第3級公允價值計量之估值技術描述

第3級金融資產之公允價值是參考未來的估計投資回報率計算決定。於第3級估值的不可觀察輸入變量作出合理假設之更改，將不會對管理局之損益作出重大影響。

在截至2016年及2015年3月31日止兩個年度內，第1級及第2級並沒有轉撥，而第3級亦沒有轉出或轉入事項。

22 於資產負債表結帳日後發生的事件

於2016年4月14日，M Plus Museum Limited於香港註冊成立為擔保有限公司，並成為管理局的全資附屬公司。M Plus Museum Limited的主要業務為規劃、設計、營運、管理、維持及處理西九內之M+博物館的藝術文化設施、相關或附屬設施。

23 比較數字

若干比較數字已重新分類，以符合本年度的列報方式。

FIVE-YEAR

五年財務 FINANCIAL SUMMARY

概要

		2016 HK\$ million 港幣百萬元	2015 HK\$ million 港幣百萬元	2014 HK\$ million 港幣百萬元	2013 HK\$ million 港幣百萬元	2012 HK\$ million 港幣百萬元
Income	收入					
Investment income (note a)	投資收入(註解a)	684	582	627	632	633
Bank interest income	銀行利息收入	136	249	249	286	228
Net exchange (losses) / gains	匯兌(虧損) / 收益淨額	(34)	(1)	(66)	72	73
Other income	其他收入	7	7	11	5	—
		793	837	821	995	934
Expenditure	支出					
Operating expenditure (note b)	營運開支(註解b)	301	244	238	192	187
Capital expenditure	資本開支	1,469	770	491	256	8
		1,770	1,014	729	448	195
Funds available for investment (note c)	可用於投資之資金(註解c)	22,417	23,519	23,700	23,609	23,068
Other assets (note d)	其他資產(註解d)	3,111	1,532	766	280	23
Net assets	資產淨值	25,528	25,051	24,466	23,889	23,091
Equity	權益					
Capital –	資金 –					
Endowment from the Government of HKSAR	香港特別行政區政府撥款	21,600	21,600	21,600	21,600	21,600
Reserves	儲備	3,928	3,451	2,866	2,289	1,491
		25,528	25,051	24,466	23,889	23,091
Investment return on average fund balance available for investment	基於平均可用於投資之資金結餘的投資回報率	3.4%	3.5%	3.4%	4.2%	4.1%

Notes:

(a) Investment income includes Income from placements with the Exchange Fund, Other investment income and Net fair value gain / loss on forward foreign exchange contracts.

(b) Operating expenditure excludes Depreciation and amortisation.

(c) Funds available for investment include Placements with the Exchange Fund, Time deposits, Available-for-sale investments, Cash and bank balances, Bank interest receivables, Income receivables from available-for-sale investments, Forward foreign exchange contracts and offset by Liabilities.

(d) Other assets include Property, plant & equipment, Museum collections, Intangible assets and Other receivables, prepayments & deposits.

註解:

(a) 投資收入包括外匯基金存款收入、其他投資收入及遠期外匯合約之公允價值收益 / 虧損淨額。

(b) 營運開支不包括折舊及攤銷。

(c) 可用於投資之資金包括外匯基金存款、定期存款、可供出售投資、現金及銀行結餘、應收銀行利息、應收可供出售投資收入、遠期外匯合約，並與負債抵銷。

(d) 其他資產包括物業、廠房及設備、博物館藏品、無形資產、其他應收款、預付帳款及按金。

MEETING

會議出席 ATTENDANCE RECORD

紀錄

THE BOARD 董事局	43RD MEETING 第43次會議 30/4/2015	44TH MEETING 第44次會議 23/6/2015	45TH MEETING 第45次會議 21/7/2015	46TH MEETING 第46次會議 9/9/2015	47TH MEETING 第47次會議 9/11/2015	48TH MEETING 第48次會議 19/1/2016	49TH MEETING 第49次會議 22/2/2016	50TH MEETING 第50次會議 22/3/2016
CHAIRMAN 主席								
The Honourable Mrs Carrie LAM CHENG Yuet-ngor, GBM, GBS, JP Chief Secretary for Administration 政務司司長 林鄭月娥女士, GBM, GBS, JP	•	•	•	•	•	•	•	•
VICE-CHAIRMAN 副主席								
The Honourable Ronald ARCULLI, GBM, GBS, JP 夏佳理先生, GBM, GBS, JP	•	•	•	•	•	•	•	•
MEMBERS 成員								
Dr Adrian CHENG Chi-kong, JP 鄭志剛博士, JP	•	—	•	•	•	—	•	—
Mr Chris IP Ngo-tung 葉傲冬先生	•	•	•	•	•	•	•	•
Dr KAN Tai-keung, SBS 靳埭強博士, SBS	•	•	•	•	•	•	•	•
Mr Leo KUNG Lin-cheng, BBS, JP 孔令成先生, BBS, JP	•	•	—	—	•	•	•	—
Mr Andrew LAM Siu-lo, JP 林筱魯先生, JP	•	—	•	•	•	•	•	•
The Honourable Victor LO Chung-wing, GBM, GBS, JP 羅仲榮先生, GBM, GBS, JP	•	•	•	•	•	•	•	•
Ir Dr the Honourable LO Wai-kwok, SBS, MH, JP 盧偉國議員, SBS, MH, JP	•	•	•	—	•	•	—	—
The Honourable MA Fung-kuok, SBS, JP 馬逢國議員, SBS, JP	•	•	•	•	•	•	•	•
Dr Fredric MAO Chun-fai, BBS 毛俊輝博士, BBS	—	•	•	—	•	•	•	—
Ms Cissy PAO Pui-lai, BBS 包陪麗女士, BBS	•	—	—	—	—	—	—	—
Mr Philip TSAI Wing-chung, JP 蔡永忠先生, JP	•	•	•	•	•	•	•	•
Mr WAN Man-ye, BBS, JP 溫文儀先生, BBS, JP	•	•	•	•	•	•	•	•
Dr the Honourable Allan ZEMAN, GBM, GBS, JP 盛智文博士, GBM, GBS, JP	•	•	—	▲	▲	•	•	•
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	•	•	•	•	•	•	•	•
EX-OFFICIO MEMBER 當然成員								
Mr Michael LYNCH CBE AM (until 2 August 2015) Chief Executive Officer, WKCD 連納智先生 CBE AM (任期至2015年8月2日) 西九文化區管理局行政總裁	•	•	•	----	----	----	----	----
Mr Duncan PESCOD, GBS, JP (since 3 August 2015) Chief Executive Officer, WKCD 西九文化區管理局行政總裁 栢志高先生, GBS, JP (任期由2015年8月3日起)	----	----	----	•	•	•	•	•

• Present 出席

— Absent 缺席

---- Before appointment / retirement 就任前 / 已離任

▲ Via teleconferencing 透過電話會議

MEETING
ATTENDANCE RECORD 會議出席紀錄

EXECUTIVE COMMITTEE 行政委員會	14TH MEETING 第14次會議 24/4/2015	15TH MEETING 第15次會議 28/5/2015	16TH MEETING 第16次會議 24/7/2015	17TH MEETING 第17次會議 20/10/2015	18TH MEETING 第18次會議 15/1/2016
CHAIRMAN 主席					
The Honourable Ronald ARCULLI, GBM, GBS, JP 夏佳理先生, GBM, GBS, JP	•	•	•	•	•
MEMBERS 成員					
Mr Leo KUNG Lin-cheng, BBS, JP 孔令成先生, BBS, JP	•	•	•	•	•
Mr Andrew LAM Siu-lo, JP 林筱魯先生, JP	•	•	•	•	•
The Honourable Victor LO Chung-wing, GBM, GBS, JP 羅仲榮先生, GBM, GBS, JP	—	—	•	—	•
Dr the Honourable Allan ZEMAN, GBM, GBS, JP 盛智文博士, GBM, GBS, JP	—	—	—	•	•
Secretary for Home Affairs or his representative 民政事務局局长或其代表	•	•	•	•	•
Mr Michael LYNCH CBE AM (until 2 August 2015) Chief Executive Officer, WKCD 連納智先生 CBE AM (任期至2015年8月2日) 西九文化區管理局行政總裁	—	•	•	---	---
Mr Duncan PESCOD, GBS, JP (since 3 August 2015) Chief Executive Officer, WKCD 栢志高先生, GBS, JP (任期由2015年8月3日起) 西九文化區管理局行政總裁	---	---	---	•	•

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

MEETING
會議出席 ATTENDANCE RECORD
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DEVELOPMENT COMMITTEE 發展委員會	47TH MEETING 第47次會議 29/4/2015	48TH MEETING 第48次會議 11/6/2015	49TH MEETING 第49次會議 27/8/2015	50TH MEETING 第50次會議 24/9/2015	51ST MEETING 第51次會議 28/10/2015	52ND MEETING 第52次會議 10/12/2015	53RD MEETING 第53次會議 20/1/2016	54TH MEETING 第54次會議 4/3/2016
CHAIRMAN 主席								
The Honourable Ronald ARCULLI, GBM, GBS, JP 夏佳理先生, GBM, GBS, JP	•	•	—	•	•	•	•	•
VICE-CHAIRMAN 副主席								
Mr Andrew LAM Siu-lo, JP 林筱魯先生, JP	•	—	•	•	•	•	•	•
MEMBERS 成員								
Mr Chris IP Ngo-tung 葉傲冬先生	•	•	—	•	—	•	—	—
The Honourable Victor LO Chung-wing, GBM, GBS, JP 羅仲榮先生, GBM, GBS, JP	—	—	•	—	—	—	•	—
Ir Dr the Honourable LO Wai-kwok, SBS, MH, JP 盧偉國議員, SBS, MH, JP	—	—	—	—	—	—	—	•
Mr Philip TSAI Wing-chung, JP 蔡永忠先生, JP	•	•	•	—	•	•	—	•
Mr WAN Man-ye, BBS, JP 溫文儀先生, BBS, JP	•	•	•	•	•	•	•	•
Dr the Honourable Allan ZEMAN, GBM, GBS, JP 盛智文博士, GBM, GBS, JP	—	•	•	•	•	—	•	•
Mr CHEUNG Hau-wai, SBS (since 1 January 2016) 張孝威先生, SBS (任期由2016年1月1日起)	----	----	----	----	----	----	—	•
Mr Raymond FUNG Wing-kee, JP 馮永基先生, JP	•	•	•	•	—	•	—	—
Mr Christopher LAW, JP 羅健中先生, JP	—	•	•	—	•	—	•	•
Mr LEE Shing-see, GBS, OBE, JP (until 31 December 2015) 李承仕先生, GBS, OBE, JP (任期至2015年12月31日)	•	•	—	•	—	•	----	----
Professor Edward NG Yan-yung 吳恩融教授	•	•	—	•	•	•	•	•
Professor WONG Sze-chun, BBS, JP 黃仕進教授, BBS, JP	•	•	•	•	—	•	•	—
Representative from Home Affairs Bureau 民政事務局代表	Mrs Sorais LEE, JP Project Manager 李聯小娟女士, JP 工程策劃總監	Mrs Sorais LEE, JP Project Manager 李聯小娟女士, JP 工程策劃總監	Mrs Sorais LEE, JP Project Manager 李聯小娟女士, JP 工程策劃總監	Mrs Sorais LEE, JP Project Manager 李聯小娟女士, JP 工程策劃總監	Mrs Sorais LEE, JP Project Manager 李聯小娟女士, JP 工程策劃總監	Mrs Sorais LEE, JP Project Manager 李聯小娟女士, JP 工程策劃總監	Mrs Sorais LEE, JP Project Manager 李聯小娟女士, JP 工程策劃總監	Mrs Sorais LEE, JP Project Manager 李聯小娟女士, JP 工程策劃總監
Representative from Development Bureau 發展局代表	Mr Vincent MAK Principal Assistant Secretary (Works) 麥成章先生 首席助理秘書長 (工務)	Mr HON Chi-heung, JP Permanent Secretary for Development (Works) 韓志強先生, JP 常任秘書長 (工務)	Mr HON Chi-heung, JP Permanent Secretary for Development (Works) 韓志強先生, JP 常任秘書長 (工務)	Mr HON Chi-heung, JP Permanent Secretary for Development (Works) 韓志強先生, JP 常任秘書長 (工務)	Mr HON Chi-heung, JP Permanent Secretary for Development (Works) 韓志強先生, JP 常任秘書長 (工務)	Mr HON Chi-heung, JP Permanent Secretary for Development (Works) 韓志強先生, JP 常任秘書長 (工務)	Mr Vincent MAK Principal Assistant Secretary (Works) 麥成章先生 首席助理秘書長 (工務)	Mr Vincent MAK Principal Assistant Secretary (Works) 麥成章先生 首席助理秘書長 (工務)
Representative from Office of the Government Chief Information Officer 政府資訊科技總監辦公室代表	Mr Victor LAM, JP Deputy Government Chief Information Officer (Consulting and Operations) 林偉喬先生, JP 副政府資訊科技 總監 (顧問服務及營運)	Mr Victor LAM, JP Deputy Government Chief Information Officer (Consulting and Operations) 林偉喬先生, JP 副政府資訊科技 總監 (顧問服務及營運)	—	Mr Victor LAM, JP Deputy Government Chief Information Officer (Consulting and Operations) 林偉喬先生, JP 副政府資訊科技 總監 (顧問服務及營運)	Mr Victor LAM, JP Deputy Government Chief Information Officer (Consulting and Operations) 林偉喬先生, JP 副政府資訊科技 總監 (顧問服務及營運)	Mr Alex LEE Deputy Government Chief Information Officer (Consulting and Operations) (Acting) 李志賢先生 副政府資訊科技 總監 (顧問服務及營運) (署任)	Mr Victor LAM, JP Deputy Government Chief Information Officer (Consulting and Operations) 林偉喬先生, JP 副政府資訊科技 總監 (顧問服務及營運)	Mr Victor LAM, JP Deputy Government Chief Information Officer (Consulting and Operations) 林偉喬先生, JP 副政府資訊科技 總監 (顧問服務及營運)

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

MEETING
ATTENDANCE RECORD 會議出席紀錄

PERFORMING ARTS COMMITTEE 表演藝術委員會	28TH MEETING 第28次會議 16/6/2015	29TH MEETING 第29次會議 26/10/2015	30TH MEETING 第30次會議 16/12/2015
CHAIRMAN 主席			
Dr the Honourable Allan ZEMAN, GBM, GBS, JP 盛智文博士, GBM, GBS, JP	•	•	•
MEMBERS 成員			
Mr Chris IP Ngo-tung 葉傲冬先生	•	—	•
Dr KAN Tai-keung, SBS 靳埭強博士, SBS	•	—	•
The Honourable MA Fung-kwok, SBS, JP 馬逢國議員, SBS, JP	—	•	•
Dr Fredric MAO Chun-fai, BBS 毛俊輝博士, BBS	•	•	—
Ms Cissy PAO Pui-lai, BBS 包陪麗女士, BBS	—	—	—
Mr WAN Man-ye, BBS, JP 溫文儀先生, BBS, JP	•	•	•
Mr Vincent CHOW Wing-shing, BBS, MBE, JP 周永成先生, BBS, MBE, JP	•	•	•
Ms Tisa HO Kar-kuan 何嘉坤女士	•	—	•
Ms Stella LAU Yin-ling 劉燕玲女士	•	•	•
Mr Michael MACLEOD 麥高德先生	—	•	•
Ms Yolanda NG Yuen-ting, MH (since 1 January 2016) 伍婉婷女士, MH (任期由2016年1月1日起)	----	----	----
Mr Joseph TUNG Yao-chung, JP 董耀中先生, JP	•	—	—
Dr Liza WANG Ming-chun, SBS 汪明荃博士, SBS	—	•	•
Dr Elvin WONG Chi-chung 黃志濠博士	•	•	•
Representative from Home Affairs Bureau 民政事務局代表	Ms Angela LEE Chung-yan, JP Deputy Secretary for Home Affairs (3) 李頌恩女士, JP 副秘書長(3)	Ms Angela LEE Chung-yan, JP Deputy Secretary for Home Affairs (3) 李頌恩女士, JP 副秘書長(3)	Mrs Betty FUNG CHING Suk-ye, JP Permanent Secretary for Home Affairs 馮程淑儀女士, JP 常任秘書長
Representative from Leisure and Cultural Services Department 康樂及文化事務署代表	Ms Elaine Yeung Assistant Director (Performing Arts) 楊芷蘭女士 助理署長 (演藝)	Ms Elaine Yeung Assistant Director (Performing Arts) 楊芷蘭女士 助理署長 (演藝)	Ms Elaine Yeung Assistant Director (Performing Arts) 楊芷蘭女士 助理署長 (演藝)

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

MEETING
會議出席 ATTENDANCE RECORD
紀錄

MUSEUM COMMITTEE 博物館委員會	26TH MEETING 第26次會議 4/6/2015	27TH MEETING 第27次會議 13/7/2015	28TH MEETING 第28次會議 2/9/2015	29TH MEETING 第29次會議 5/10/2015	30TH MEETING 第30次會議 15/12/2015	31ST MEETING 第31次會議 15/3/2016
CHAIRMAN 主席						
The Honourable Victor LO Chung-wing, GBM, GBS, JP 羅仲榮先生, GBM, GBS, JP	•	•	—	•	•	•
MEMBERS 成員						
Dr Adrian CHENG Chi-kong, JP 鄭志剛博士, JP	•	—	•	•	—	•
Mr Chris IP Ngo-tung 葉傲冬先生	•	•	•	—	•	—
Dr KAN Tai-keung, SBS 靳埭強博士, SBS	•	•	•	•	—	•
Mr Leo KUNG Lin-cheng, BBS, JP 孔令成先生, BBS, JP	•	—	—	•	—	—
Ms Cissy PAO Pui-lai, BBS 包陪麗女士, BBS	•	—	—	—	—	—
Mr WAN Man-ye, BBS, JP 溫文儀先生, BBS, JP	•	•	•	•	•	•
Professor David CLARKE 祈大衛教授	•	•	•	•	•	—
Mr Roger GARCIA 高思雅先生	•	—	—	—	•	—
Ms Claire HSU Man-kai 徐文玟女士	—	▲	•	—	•	•
Mr Alan LAU Ka-ming 劉家明先生	•	•	•	•	•	•
Ms LO Kai-yin, SBS 羅啟妍女士, SBS	•	•	—	•	•	•
Mr Vincent LO Wing-sang, BBS, JP 羅榮生先生, BBS, JP	•	•	(Chairman of the Meeting) (會議主席)	•	•	•
Mr David PONG Chun-ye, JP 龐俊怡先生, JP	•	•	•	—	•	—
Ms Nansun SHI (until 6 September 2015) 施南生女士 (任期至2015年9月6日)	—	—	•	----	----	----
Dr Uli SIGG 烏利·希克博士	—	•	•	—	—	—
Ms Ada WONG Ying-kay, JP 黃英琦女士, JP	•	•	•	•	—	•
Mr Rocco YIM Sen-kee, BBS, JP 嚴迅奇先生, BBS, JP	—	•	•	—	—	•
Representative from Home Affairs Bureau 民政事務局代表	Ms Angela LEE Chung-yan, JP Deputy Secretary for Home Affairs (2) 李頌恩女士, JP 副秘書長(2)	Ms Sabrina LAW Chung Principal Assistant Secretary (WKCD) 羅中女士 首席助理秘書長 (西九文化區)	Mrs Betty FUNG CHING Suk-ye, JP Permanent Secretary for Home Affairs 馮程淑儀女士, JP 常任秘書長	Mrs Betty FUNG CHING Suk-ye, JP Permanent Secretary for Home Affairs 馮程淑儀女士, JP 常任秘書長	Ms Angela LEE Chung-yan, JP Deputy Secretary for Home Affairs (2) 李頌恩女士, JP 副秘書長(2)	Mr Eric CHENG Siu-fun Principal Assistant Secretary (WKCD) 鄭兆助先生 首席助理秘書長 (西九文化區)
Representative from Leisure and Cultural Services Department 康樂及文化事務署代表	Ms Eve TAM Museum Director (Hong Kong Museum of Art) 譚美兒女士 總館長 (藝術館)	Mr CHAN Shing-wai Assistant Director (Heritage & Museums) 陳承緯先生 助理署長 (文博)	Mr CHAN Shing-wai Assistant Director (Heritage & Museums) 陳承緯先生 助理署長 (文博)	Mr CHAN Shing-wai Assistant Director (Heritage & Museums) 陳承緯先生 助理署長 (文博)	Mr CHAN Shing-wai Assistant Director (Heritage & Museums) 陳承緯先生 助理署長 (文博)	Mr CHAN Shing-wai Assistant Director (Heritage & Museums) 陳承緯先生 助理署長 (文博)

• Present 出席

— Absent 缺席

---- Before appointment / retirement 就任前 / 已離任

▲ Via teleconferencing 透過電話會議

MEETING
ATTENDANCE RECORD 會議出席紀錄

INTERIM ACQUISITION COMMITTEE 臨時購藏委員會	21ST MEETING 第21次會議 14/4/2015	22ND MEETING 第22次會議 3/6/2015	23RD MEETING 第23次會議 16/7/2015	24TH MEETING 第24次會議 1/9/2015	25TH MEETING 第25次會議 15/10/2015	26TH MEETING 第26次會議 12/11/2015	27TH MEETING 第27次會議 14/12/2015	28TH MEETING 第28次會議 23/2/2016
CHAIRMAN 主席								
The Honourable Victor LO Chung-wing, GBM, GBS, JP 羅仲榮先生, GBM, GBS, JP	•	•	•	—	•	•	•	•
MEMBERS 成員								
Dr Adrian CHENG Chi-kong, JP 鄭志剛博士, JP	•	•	—	•	—	•	—	—
Dr KAN Tai-keung, SBS 靳埭強博士, SBS	—	•	•	•	•	•	—	•
Ms Sabrina FUNG 馮美瑩女士	•	•	•	•	•	•	—	•
Ms Claire HSU Man-kai 徐文玟女士	•	—	—	—	—	—	•	—
Mr Vincent LO Wing-sang, BBS, JP 羅榮生先生, BBS, JP	•	•	•	(Chairman of the Meeting) (會議主席)	•	•	•	•
Ms Ellen PAU 鮑藹倫女士	•	—	•	—	•	•	•	•
Mr David PONG Chun-ye, JP 龐俊怡先生, JP	—	•	•	•	•	•	•	—
Ms Nansun SHI (until 6 September 2015) 施南生女士 (任期至2015年9月6日)	—	—	•	•	----	----	----	----
Dr Uli SIGG 烏利·希克博士	—	—	•	•	—	—	—	•

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

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REMUNERATION COMMITTEE 薪酬委員會	36TH MEETING 第36次會議 23/4/2015	37TH MEETING 第37次會議 21/7/2015	38TH MEETING 第38次會議 28/8/2015	39TH MEETING 第39次會議 18/12/2015	40TH MEETING 第40次會議 16/2/2016	41ST MEETING 第41次會議 11/3/2016
CHAIRMAN 主席						
Mr Andrew LAM Siu-lo, JP 林筱魯先生, JP	•	•	•	•	•	•
MEMBERS 成員						
The Honourable Ronald ARCULLI, GBM, GBS, JP 夏佳理先生, GBM, GBS, JP	•	•	—	▲	•	•
Dr Fredric MAO Chun-fai, BBS 毛俊輝博士, BBS	•	•	—	•	•	—
Mr Philip TSAI Wing-chung, JP 蔡永忠先生, JP	•	•	•	•	•	•
Mr William CHAN Fu-keung, BBS 陳富強先生, BBS	•	•	—	•	•	—
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 副秘書長(3)	Ms Angela LEE Chung-yan, JP Deputy Secretary for Home Affairs (3) 李頌恩女士, JP 副秘書長(3)	Mr Eric CHENG Siu-fun Principal Assistant Secretary (WKCD) 鄭兆勛先生 首席助理秘書長 (西九文化區)	Ms Angela LEE Chung-yan, JP Deputy Secretary for Home Affairs (3) 李頌恩女士, JP 副秘書長(3)	Ms Angela LEE Chung-yan, JP Deputy Secretary for Home Affairs (2) 李頌恩女士, JP 副秘書長(2)	Ms Angela LEE Chung-yan, JP Deputy Secretary for Home Affairs (2) 李頌恩女士, JP 副秘書長(2)

• Present 出席

— Absent 缺席

▲ Via teleconferencing 透過電話會議

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INVESTMENT COMMITTEE 投資委員會	30TH MEETING 第30次會議 28/4/2015	31ST MEETING 第31次會議 28/7/2015	32ND MEETING 第32次會議 24/8/2015	33RD MEETING 第33次會議 27/10/2015	34TH MEETING 第34次會議 13/1/2016
CHAIRMAN 主席					
Mr Leo KUNG Lin-cheng, BBS, JP 孔令成先生, BBS, JP	•	•	•	•	•
MEMBERS 成員					
Dr the Honourable Allan ZEMAN, GBM, GBS, JP 盛智文博士, GBM, GBS, JP	▲	▲	•	•	—
Mr Clifford CHIU 邱令智先生	▲	▲	▲	▲	—
Mr CHUA Sue-wan 蔡思遠先生	•	▲	•	▲	•
Mr Kevin Anthony WESTLEY, BBS 韋智理先生, BBS	▲	▲	▲	▲	•
Mr Elvin YU Tin-yau 余天佑先生	•	•	▲	•	•
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 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 首席助理秘書長 (庫務) (管理會計)	—	Mr Gabriel LAU Principal Assistant Secretary for Financial Services & the Treasury (Treasury) (MA) (Acting) 劉仲賢先生 署理首席助理秘書長 (庫務) (管理會計) (署任)	Mr Alvin YUEN Wong-che Principal Assistant Secretary for Financial Services & the Treasury (Treasury) (MA) 袁旺枝先生 首席助理秘書長 (庫務) (管理會計)
Director of Accounting Services or his representative 庫務署署長或其代表	Mr Kenneth SIU Assistant Director of Accounting Services (Fund Management) 邵國華先生 助理署長 (基金管理)	Ms Fanny LEUNG Assistant Director of Accounting Services (Fund Management) 梁燕分女士 助理署長 (基金管理)	Ms Fanny LEUNG Assistant Director of Accounting Services (Fund Management) 梁燕分女士 助理署長 (基金管理)	Ms Fanny LEUNG Assistant Director of Accounting Services (Fund Management) 梁燕分女士 助理署長 (基金管理)	Ms Fanny LEUNG Assistant Director of Accounting Services (Fund Management) 梁燕分女士 助理署長 (基金管理)
Representative from Home Affairs Bureau 民政事務局長代表	Mrs Sorais LEE, JP Project Manager 李關小娟女士, JP 工程策劃總監	Mrs Sorais LEE, JP Project Manager 李關小娟女士, JP 工程策劃總監	Mrs Sorais LEE, JP Project Manager 李關小娟女士, JP 工程策劃總監	Mrs Sorais LEE, JP Project Manager 李關小娟女士, JP 工程策劃總監	Mrs Sorais LEE, JP Project Manager 李關小娟女士, JP 工程策劃總監

• Present 出席 — Absent 缺席 ▲ Via teleconferencing 透過電話會議

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AUDIT COMMITTEE 審計委員會	20TH MEETING 第20次會議 14/4/2015	21ST MEETING 第21次會議 5/6/2015	22ND MEETING 第22次會議 2/11/2015	23RD MEETING 第23次會議 1/2/2016
CHAIRMAN 主席				
Mr Philip TSAI Wing-chung, JP 蔡永忠先生, JP	•	•	•	•
MEMBERS 成員				
Ir Dr the Honourable LO Wai-kiwok, SBS, MH, JP 盧偉國議員, SBS, MH, JP	•	•	—	•
Mr WAN Man-ye, BBS, JP 溫文儀先生, BBS, JP	•	•	•	•
Mr Clement CHAN Kam-wing 陳錦榮先生	•	—	•	•
Mr Wilson FUNG Ying-wai 馮英偉先生	•	•	•	•

• Present 出席 — Absent 缺席

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CONSULTATION PANEL 諮詢會	16TH MEETING 第16次會議 28/4/2015	17TH MEETING 第17次會議 7/9/2015	18TH MEETING 第18次會議 19/1/2016
CHAIRMAN 主席			
Professor John LEONG Chi-yan, SBS, JP 梁智仁教授, SBS, JP	•	•	•
MEMBERS 成員			
The Honourable Ronald ARCULLI, GBM, GBS, JP 夏佳理先生, GBM, GBS, JP	•	•	•
Mr Chris IP Ngo-tung (since 1 March 2016) 葉傲冬先生 (任期由2016年3月1日起)	----	----	----
Dr the Honourable Allan ZEMAN, GBM, GBS, JP (until 29 February 2016) 盛智文博士, GBM, GBS, JP (任期至2016年2月29日)	—	—	—
Mr Henry CHAN Chi-chiu, MH, JP (since 1 March 2016) 陳志超先生, MH, JP (任期由2016年3月1日起)	----	----	----
Mr Christopher Wicky CHEUNG (since 1 March 2016) 張士宗先生 (任期由2016年3月1日起)	----	----	----
Mr CHING Cheung-ying, MH 程張迎先生, MH	•	—	—
Mr CHOW Yick-hay, BBS, JP 周奕希先生, BBS, JP	•	•	•
Mr Andy HO Wing-cheong (since 1 March 2016) 何永昌先生 (任期由2016年3月1日起)	----	----	----
Mr Derek HUNG Chiu-wah 孔昭華先生	•	•	•
Ms KO Po-ling, BBS, MH, JP (until 29 February 2016) 高寶齡女士, BBS, MH, JP (任期至2016年2月29日)	•	—	•
Mr LAM Ying-kit 林英傑先生	•	•	—
Professor Lena LEE 李瑩教授	—	•	•
The Honourable Charles Peter MOK, JP (until 29 February 2016) 莫乃光議員, JP (任期至2016年2月29日)	—	—	—
Mr NG Cheuk-yin 伍卓賢先生	•	•	•
Ms Yolanda NG Yuen-ting, MH 伍婉婷女士, MH	•	•	•
Mr TANG Shu-wing 鄧樹榮先生	•	•	•
Mr Coleman WAI Ching 韋政先生	•	—	•
Ms Ada WONG Ying-kay, JP 黃英琦女士, JP	•	•	•
The Honourable Wayne YIU Si-wing, BBS (until 29 February 2016) 姚思榮議員, BBS (任期至2016年2月29日)	•	•	•

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設計: 卓智財經印刷有限公司



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