

M+

westKowloon  
西九文化區

TOPPING-OUT 平頂儀式  
CEREMONY 30. 11. 2018



# GOVERNANCE REPORT 管治報告







## GOVERNANCE REPORT

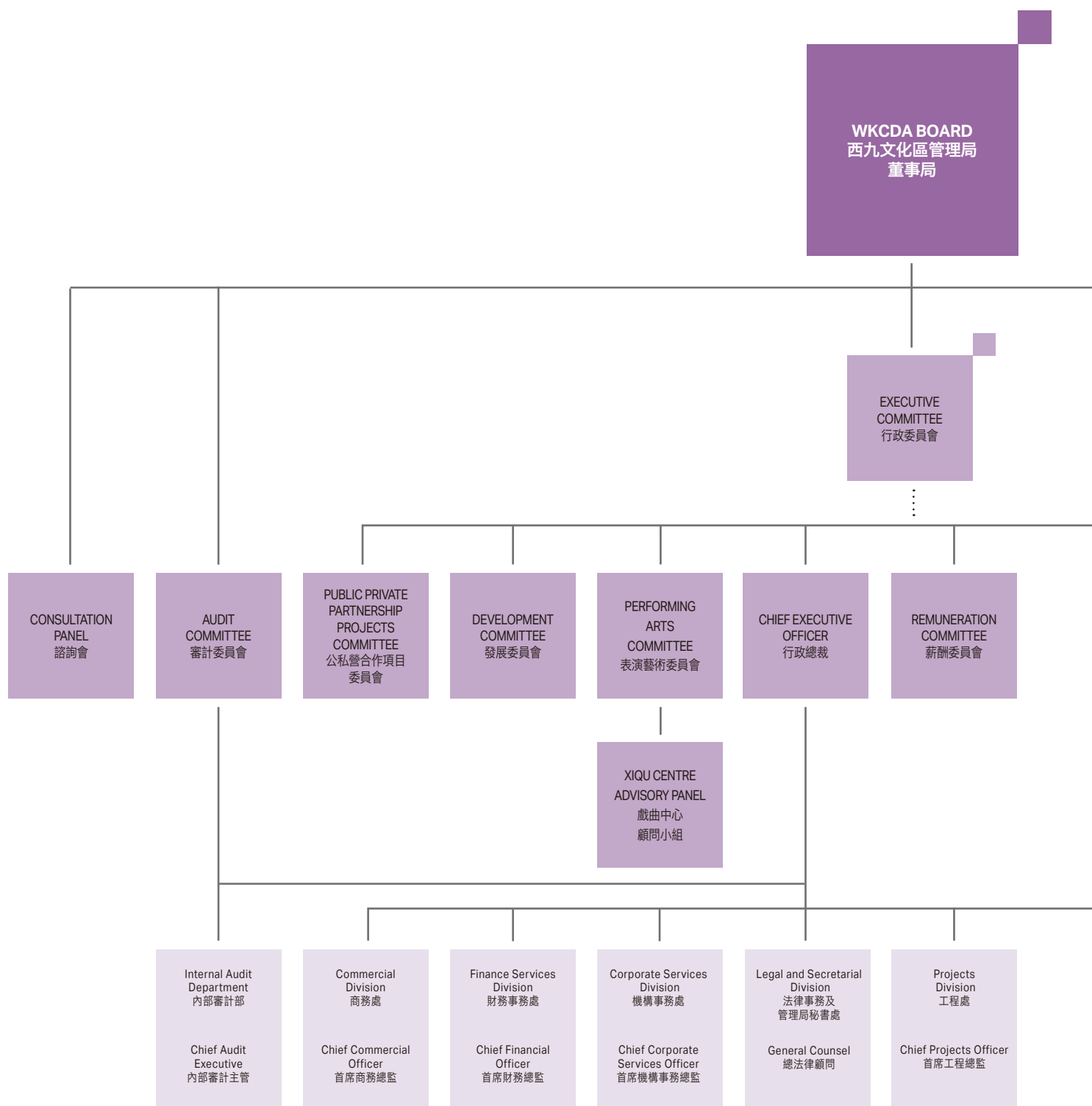
### 管治報告

#### A. THE BOARD AND SENIOR MANAGEMENT

##### I) Structure of WKCD

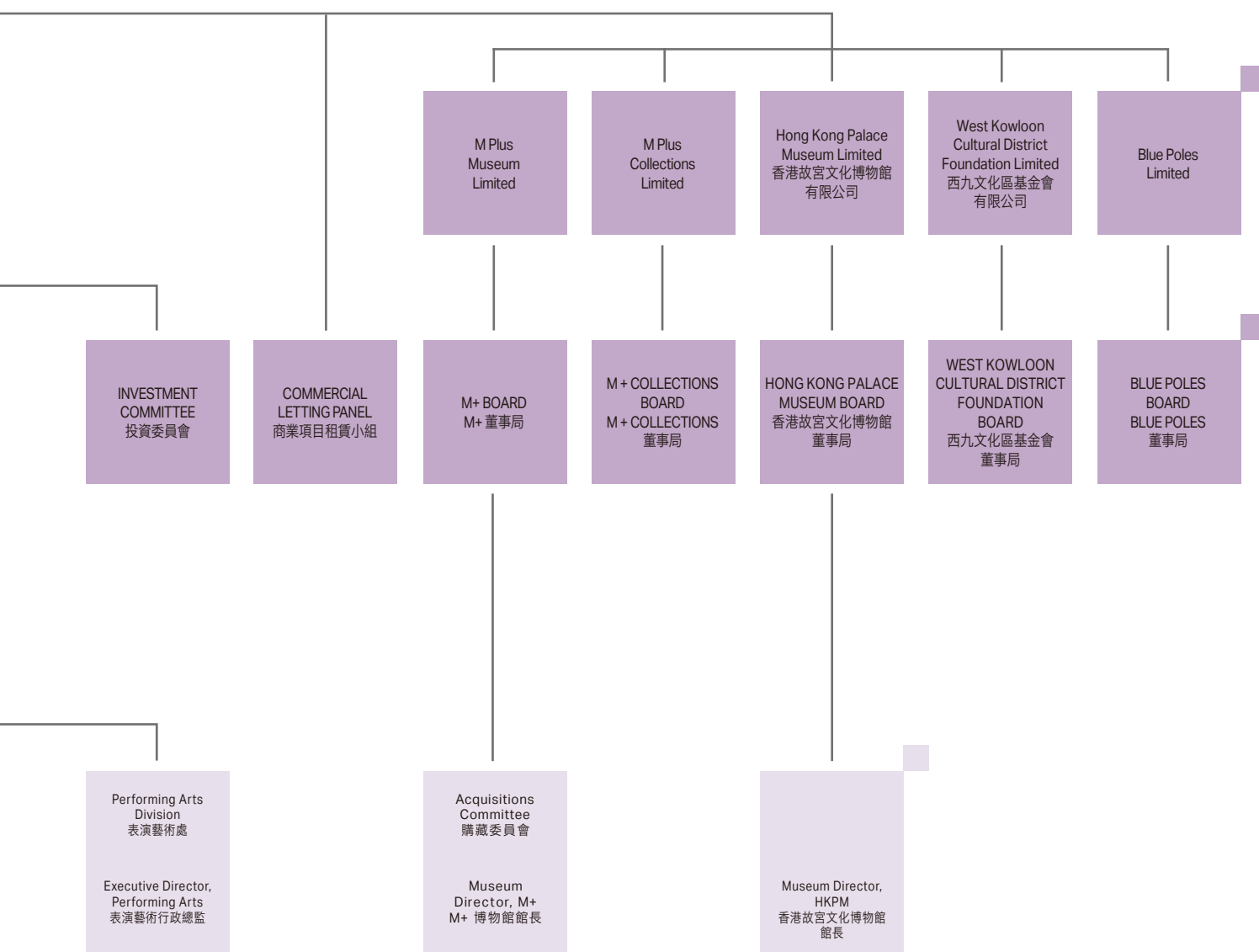
#### 甲. 董事局及高級管理層

##### 一) 管理局組織架構



# GOVERNANCE REPORT

## 管治報告





## GOVERNANCE REPORT

### 管治報告

## II) Board Functions and Conduct of Business

The Board was established on 23 October 2008 as the governing and executive body of the West Kowloon Cultural District Authority (WKCD or the Authority). The current Board was appointed by the Chief Executive of the Hong Kong Special Administration Region (the HKSAR) in October 2018. Mr Henry Tang Ying-yen was appointed by the Chief Executive as Chairman of the Board to succeed the Chief Secretary for Administration as Chairman of the Board with effect from 1 October 2017. In addition to the Chairman, the Board consists of one Vice-Chairman, 14 Non-Public Officer Members, three Public Officer Members and the Chief Executive Officer of WKCD, who serves as an Ex-Officio Member. The Board Members provide valuable knowledge, expertise and advice to WKCD in discharging its statutory duties and overseeing the development of the West Kowloon Cultural District (West Kowloon or the District).

The Board adopted a set of Standing Orders and a Code of Conduct to regulate its proceedings and ensure good corporate governance. The Standing Orders regulate matters related to Board proceedings and business, and the Code of Conduct sets out the standard of conduct expected of all Board Members, including arrangements regarding the acceptance of advantages and entertainment, the management of conflict of interest, the use of confidential or privileged information and public funds, and the misuse of their capacity as Board Members. Board Members are required to follow the requirements stipulated in the Code of Conduct in undertaking their duties.

Board and Committee Members are required to disclose all registrable interests, as set out in the Standing Orders, both on their first appointment and at the beginning of each calendar year after their appointment, in accordance with Section 38(1) of the West Kowloon Cultural District Authority Ordinance (the WKCD Ordinance). They are also required to declare an interest if they become 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 WKCD office.

It was a busy year for the Board, with nine meetings held. As the Authority continued with its development programme and prepared for the opening of its first batch of major venues, there was an increase in the number of matters requiring Board approval. The Board's focus during the year included:

- matters relating to operational readiness as the Authority moved towards the opening of the Xiqu Centre, the Art Park and Freespace, such as tendering the facilities management contracts for the Xiqu Centre and the Art Park, and the commercial strategy for the Art Park;
- the establishment of the M+ American Friends Foundation in the United States to assist with fundraising activities for M+; tax exemption status was granted during the period under review;
- the establishment of the West Kowloon Cultural District Foundation Limited in Hong Kong; tax exemption status was granted by the Inland Revenue Department under section 88 of the Inland Revenue Ordinance during the period under review;
- preparations for taking forward the development of the ACE (Art, Commerce and Exhibitions) Development Package in the District under the Enhanced Financial Arrangement announced by the Chief Executive in the Policy Address in January 2017; and
- managing the smooth hand-over of the M+ construction site to a replacement contractor following the termination of employment of the original main contractor and ensuring continuity with construction progress.

Members of the public can watch live webcasts of the open sessions of the Board Meetings on the West Kowloon website.

## 二) 董事局職能及運作

董事局是西九文化區管理局(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2018年10月由香港特別行政區行政長官委任。唐英年先生於2017年10月1日獲行政長官委任，接替政務司司長出任董事局主席。除主席外，董事局包括一位副主席、14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。董事局成員負責向管理局提供寶貴的知識、專業意見及建議，以履行法定職責，並監督西九文化區(西九)的發展。

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。

根據《西九文化區管理局條例》(西九條例)第38(1)條，董事局及委員會成員須於首次獲委任後及獲委任後的每一公曆年開始時，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。

對董事局而言，這是繁忙的一年，年內舉行九次會議。隨著管理局繼續推展其發展計劃並為其首批主要場地的開幕作準備，董事局需要審批的事項之數目亦有所增加。年內，董事局的重點工作包括：

- 為即將開幕的戲曲中心、藝術公園和自由空間的相關營運準備事宜，例如戲曲中心和藝術公園設施管理合約招標，以及藝術公園的商業策略；
- 在美國成立M+ American Friends Foundation，以協助M+進行籌款活動，並於年內獲取稅務豁免；
- 在香港成立西九文化區基金會有限公司，年內已獲稅務局按《稅務條例》第88條豁免繳稅；
- 就行政長官於2017年1月的施政報告中宣布的加強財務安排，為推動西九ACE(藝術、商業和展覽)發展組合作出準備；及
- 安排M+建築工程於終止聘任原有主要承建商，順利移交予替代承建商，並確保工程進度得以持續。

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。

## III) Biographies of Board Members

## 三) 董事局成員簡歷

**CHAIRMAN 主席**

**The Honourable Henry TANG Ying-yen, GBM, GBS, JP**  
**唐英年先生，大紫荊勳賢, GBS, JP**

Mr Henry Tang is a Standing Committee Member of the Chinese People's Political Consultative Conference, the Chairman of the Friends of Hong Kong Association, Chairman of the Federation of HK Jiangsu Community Organisations, and Chairman of the Shanghai Tang Junyuan Education Foundation.

Mr Tang served as a Member of the Legislative Council and the Provisional Legislative Council of Hong Kong for seven years starting in 1991 and as a Member of the Executive Council of the Hong Kong Special Administrative Region (the HKSAR) from 1997 to 2011. In 2002, he was appointed Secretary for Commerce, Industry and Technology of the HKSAR Government. He was promoted to Financial Secretary in 2003 and was the Chief Secretary for Administration from 2007 to 2011. He was appointed Chairman of the Board of WKCD from 2008 to 2011.

Before joining the Government in 2002, Mr Tang was a leading industrialist in Hong Kong; he served as Chairman of the Federation of Hong Kong Industries between 1995 and 2001 and was a General Committee member of the Hong Kong General Chamber of Commerce.

唐英年先生為現任全國政協常委、香港友好協進會會長、香港江蘇社團總會會長及上海唐君遠教育基金會理事長。

唐先生自1991年起，連續七年擔任香港立法局及臨時立法會議員，在1997年至2011年期間為香港特別行政區行政會議成員。2002年，他獲委任為香港特別行政區政府工商及科技局局長，2003年晉升為財政司司長，並在2007年至2011年期間獲委任為政務司司長。在2008年至2011年期間獲委任為西九文化區管理局董事局主席。

唐先生在2002年加入政府前，是本港的傑出工業家。他在1995年至2001年期間出任香港工業總會主席，並曾任香港總商會理事會委員。



## VICE-CHAIRMAN 副主席

**The Honourable Ronald ARCULLI, GBM, GBS, JP**  
夏佳理先生，大紫荊勳賢，GBS, JP

Mr Ronald Arculli is a Senior Partner at King & Wood Mallesons in Hong Kong. He chairs the Board of the 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 a Non-Executive Director of Asia Art Archive Limited, and a Trustee and Vice-Chair of the Trustees and Director of the IFRS Foundation.

Mr Arculli has a long and distinguished record of public service. He was a Non-Official Member (from November 2005 to June 2012) and later appointed Convenor of the Non-Official Members (from December 2011 to June 2012) of the Executive Council of the HKSAR. He was a former member of the Legislative Council of Hong Kong (from 1988 to 2000). He was a former Chairman of Hong Kong Exchanges and Clearing Limited (from 2006 to 2012) and the Hong Kong Jockey Club (from 2002 to 2006). He was also a former Chairman (from 2010 to 2012) and Board Member (from 2008 to 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別行政區立法會議員（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)

**Mr Benjamin CHA Yiu-chung \*****查耀中先生\***

Mr Benjamin Cha is the Chief Executive of Grosvenor Asia Pacific. He was previously the Managing Director and Head of Global Real Estate, Greater China, for UBS Global Asset Management and a Co-CEO of UBS/Gemdale. Prior to that he was the Executive Director and Head of HKR Asia-Pacific for HKR International. Mr Cha is a longstanding supporter of the contemporary art ecosystem in Hong Kong and serves on the Board of Directors of the M Plus Museum Limited. He is a Co-Chair of the Board of the Asia Art Archive and serves on the Advisory Committee and Art Working Group of the Tai Kwun Centre for Heritage and Arts. He serves on the Asia Council for the Serpentine Galleries and previously served on the Tate Asia-Pacific Acquisitions Committee. Mr Cha has a Master of Business Administration degree from Stanford University and a Bachelor of Arts degree in International Politics and Economics from Middlebury College.

\* since 23 October 2018

查耀中先生現任高富諾有限公司亞太區行政總裁，之前曾任瑞銀全球資產管理董事總經理、全球房地產大中華主管及UBS/Gemdale的聯席行政總裁。加入瑞銀前，他是香港興業國際集團執行董事及亞太區業務總監。查先生對支持香港當代藝術發展一直不遺餘力，他現為M+董事局成員，並擔任亞洲藝術文獻庫董事局聯席主席和大館古蹟及藝術館的諮詢委員會及藝術工作小組成員。他同時為蛇形美術館亞洲分會成員，此前亦曾擔任泰特美術館亞太收藏委員會委員。查先生持有美國史丹福大學工商管理碩士學位及Middlebury College國際政治和經濟文學士學位。

\* 任期由2018年10月23日起



## GOVERNANCE REPORT

### 管治報告



**The Honourable Bernard Charnwut CHAN, GBS, JP**  
**陳智思議員, GBS, JP**

Mr Bernard Charnwut Chan is a Deputy to the National People's Congress of China, a Non-Official Member of the Executive Council of the HKSAR (from 2004 to 2009 and since 2012), and the Convenor of the Non-Official Members of the Executive Council (since 2017). He is also a former Member of the Legislative Council (Insurance Functional Constituency) of the HKSAR (from 1998 to 2008).

A graduate of Pomona College in California, Mr Chan is the President of Asia Financial Holdings and Asia Insurance. He is the Chairman of the Hong Kong-Thailand Business Council and an advisor to Bangkok Bank (China) Co. Ltd. He sits on the boards of several local and overseas companies in the financial services industry and is a Director of Bumrungrad Hospital Public Company in Thailand. He has also been a Director of the Alibaba Entrepreneurs Fund in Hong Kong since 2015.

Among his many public service activities, he is the Chairman of the Committee on Reduction of Salt and Sugar in Food, Chairman of the Steering Committee on the Restored Landfill Revitalisation Funding Scheme, Chairman of The Jockey Club CPS Ltd. Advisory Committee, Chairperson of the Hong Kong Council of Social Service, and Chairman of the Hong Kong Palace Museum Limited. His past positions include Council Chair of Lingnan University, Chairman of the Council for Sustainable Development, Chairman of the Antiquities Advisory Board, Chairman of the Advisory Committee on Revitalisation of Historic Buildings, and Chairman of the two Standing Committees on Disciplined Services and Judicial Salaries and Conditions of Service.

陳智思議員現為全國人民代表大會代表，於2004年至2009年為香港特別行政區行政會議非官守成員，並自2012年起再度出任，現乃行政會議非官守議員召集人（2017年起）。1998年至2008年曾為香港特別行政區立法會議員（保險界功能界別）。

畢業於美國加州波莫納學院的陳智思，現職亞洲金融集團及亞洲保險總裁；亦為香港泰國商會主席、盤谷銀行（中國）顧問。陳議員為多家本地及海外的金融服務公司及泰國康民醫院大眾有限公司擔任董事會成員，並於2015年出任阿里巴巴的香港創業者基金董事。

公職服務上他亦涉及不少範疇，包括降低食物中鹽和糖委員會主席、活化已修復堆填區資助計劃督導委員會主席、賽馬會文物保育有限公司諮詢委員會主席、香港社會服務聯會主席及香港故宮文化博物館有限公司董事局主席。過往公職有嶺南大學校董會主席、可持續發展委員會主席、古物諮詢委員會主席、活化歷史建築諮詢委員會主席、司法人員與紀律人員薪俸服務條件兩個常務委員會主席等。



**Ir CHAN Chi-chiu, SBS \***  
**陳志超先生, SBS \***

Ir Chan Chi-chiu is a civil engineer by profession. He has worked in several engineering departments of the HKSAR Government. He was the Director of Drainage Services, overseeing all aspects of wastewater and stormwater drainage services, covering capital projects for new infrastructure, improvement works to existing assets, operation and maintenance of existing systems and facilities, and collection of sewage services charges.

Ir Chan has been very active in professional and community services. He is a former President of the Hong Kong Institution of Engineers, an Honorary Fellow of the Chartered Institution of Water and Environmental Management, a Member of the Construction Industry Council, and an Adjunct Professor of the Department of Civil and Environmental Engineering at the Hong Kong University of Science and Technology.

\* since 23 October 2018

陳志超工程師是一位專業土木工程師。他曾在香港特別行政區政府多個工程部門工作。他曾擔任渠務署署長，監督所有污水處理和雨水排放服務，包括新基建項目的大型工程、資產的優化提升、現有系統和設施的營運和保養，以及排污費的徵收。

陳工程師非常熱心參與工程專業及社區事務。他為香港工程師學會前會長、水務及環境管理學會名譽資深會員、建造業議會成員，並為香港科技大學土木及環境工程學系客座教授。

\* 任期由2018年10月23日起



**Mr Henry FAN Hung-ling, SBS, JP \***  
**范鴻齡先生, SBS, JP \***

Mr Henry Fan has a long record of public service in Hong Kong. Currently, he is a Member of the Chief Executive's Council of Advisers on Innovation and Strategic Development, a Member of the Hospital Authority, and a Member of the Financial Services Development Council. Among his past responsibilities, he was a Non-Official Member of the Executive Council of the HKSAR, Chairman of the Mandatory Provident Fund Schemes Authority, Chairman of the Standing Committee on Disciplined Services Salaries and Conditions of Service, a Non-Executive Director of the Securities and Futures Commission and Hong Kong Exchanges and Clearing Limited, and a Member of the Exchange Fund Advisory Committee.

Mr Fan is an Independent Non-Executive Director of Sun Hung Kai Properties Limited and HKR International Limited. He is also the Managing Director of Hong Kong Glory Limited, a family investment company, and the Chairman of the Fan Family Charitable Trust, a charitable foundation.

\* since 23 October 2018

范鴻齡先生長期參與香港公共事務。他現為行政長官創新及策略發展顧問團、醫院管理局及金融發展局成員。范先生之其他公職包括曾任香港特別行政區行政會議非官守議員、強制性公積金計劃管理局主席、紀律人員薪俸及服務條件常務委員會主席、證券及期貨事務監察委員會之非執行董事、香港交易所之非執行董事以及外匯基金諮詢委員會成員。

范先生現為新鴻基地產有限公司及香港興業國際集團有限公司之非執行董事。他亦為彩港有限公司(家族投資公司)之董事總經理及范氏慈善信託基金(慈善基金)主席。

\* 任期由2018年10月23日起

## GOVERNANCE REPORT

### 管治報告



**Mr Glenn FOK \***  
霍經麟先生\*

Mr Glenn Fok is a Board Member of the Hong Kong Financial Services Development Council and its Market Development Committee. Mr Fok is an Independent Non-Executive Director of China Construction Bank (Asia) Corporation Limited since June 2019. He is a Senior Consultant of Moelis & Company, a leading global independent investment bank listed on the New York Stock Exchange. He also serves as a Senior Consultant to Gold Peak Industries (Holdings) Limited, an Asian multinational industrial group. Mr Fok has a keen interest in Western classical music and is currently a Member of the Board of Governors of the Hong Kong Philharmonic Society Limited. On 1 September 2019, he was appointed Member of the Council of the Education University of Hong Kong.

Mr Fok was a former Vice-Chairman of UBS Corporate Client Services in Asia. During his 32-year career in investment banking and corporate finance, he led many landmark initial public offerings, domestic and cross border mergers and acquisitions, complex debt and equity issuances, corporate restructuring and re-organisation, and strategic financial advisory transactions.

Prior to joining UBS, Mr Fok was the Head of Investment Banking Services and Joint Head of Corporate Finance of Schroders Asia Limited. He served as a Member of the Board of Bank of America (Asia) Limited, the Securities and Futures Commission Committee on Real Estate Investment Trusts, the Board of Trustees of United College of the Chinese University of Hong Kong, and the Hang Seng Index Advisory Committee.

\* since 23 October 2018

霍經麟先生現為香港金融發展局及其轄下市場推廣小組成員。由2019年6月開始，霍先生為中國建設銀行(亞洲)股份有限公司的獨立非執行董事。他同時擔任在紐約交易所上市的環球獨立投資銀行美馳集團的資深顧問，以及亞洲跨國工業集團金山工業(集團)有限公司的高級顧問。霍先生熱衷於西方古典音樂，現時為香港管弦協會有限公司董事局成員。2019年9月1日，霍先生獲委任為香港教育大學校董會成員。

霍先生為瑞銀企業客戶服務亞洲區前副主席。在其32年投資銀行和企業融資工作生涯中，曾經負責多項標誌性首次公開招股活動、本地及跨境合併和收購、複雜性債券和證券發行、企業重整和重組、以及策略性金融諮詢交易。

加入瑞銀之前，霍先生曾任寶源亞洲有限公司投資銀行服務主管和企業融資聯席主管，並曾出任Bank of America (Asia) Limited董事局成員、證券及期貨事務監察委員會房地產投資信託基金委員會委員、香港中文大學聯合書院校董、以及恒生指數顧問委員會委員。

\* 任期由2018年10月23日起





**Mr Wilson FUNG Ying-wai**  
**馮英偉先生**

Mr Wilson Fung was the Group Financial Controller of Jardine Matheson and is a former President of the Hong Kong Institute of Certified Public Accountants. He is the founding President of the Hong Kong Business Accountants Association and the Chairman of the Hong Kong Dance Company. Mr Fung is a Member of the Town Planning Board, a Member of the Financial Reporting Council, a Member of the Productivity Council, a Council Member of the Hong Kong University of Science and Technology, an Independent Non-Executive Director of Hongkong International Theme Parks Limited, an Independent Non-Executive Director of Medialink Group Limited, a Director of the Urban Renewal Fund, a Co-Opted Member of the Insurance Agents Registration Board, and the Chairman of the Accounting Advisory Board of the School of Business of the University of Hong Kong. He is a Fellow Member of the Hong Kong Institute of Certified Public Accountants, the Institute of Chartered Accountants in England and Wales, and the Association of Chartered Certified Accountants.

馮英偉先生是怡和管理有限公司前集團財務總監、香港會計師公會前任會長、香港商界會計師協會創會會長及香港舞蹈團董事局主席。他亦是城市規劃委員會成員、財務匯報局成員、香港生產力促進局成員、香港科技大學校董會成員、香港國際主題樂園有限公司獨立非執行董事、羚邦集團有限公司獨立非執行董事、市區更新基金董事會成員、保險代理登記委員會客席成員，以及香港大學商學院會計系顧問委員會主席。馮先生是香港會計師公會、英格蘭及威爾斯特許會計師公會和特許公認會計師公會資深會員。



**Mr Chris IP Ngo-tung, JP**  
**葉傲冬先生, JP**

Mr Chris Ip is the Chairman of Yau Tsim Mong District Council (YTMD) and has been actively engaged in community service. He serves as a Member of the Advisory Committee on Arts Development and the Committee on Venue Partnership of the Leisure and Cultural Services Department. He is the Chairman of the Signature Project Scheme Working Group. He is a Member of the Arts and Culture Coordinating Committee, the Community Building Committee, the District Facilities Management Committee, the Traffic, Transport and Housing Committee, the Food, Environmental Hygiene and Public Works Committee, the Working Group on Promotion of Tourism and Local Community Economy, and the District Fire Safety Committee of YTMD.

葉傲冬先生為現任油尖旺區議會主席，並參與多項社會服務，現為藝術發展諮詢委員會委員和康樂及文化事務署場地伙伴計劃委員會成員。他亦是油尖旺區議會轄下社區重點項目計劃工作小組主席、文化藝術活動統籌委員會委員、社區建設委員會委員、地區設施管理委員會委員、交通運輸及房屋事務委員會委員、食物環境衛生及工務委員會委員、促進旅遊業及本土經濟工作小組成員，以及油尖旺防火委員會委員。

## GOVERNANCE REPORT

### 管治報告



**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 the Urban Council Fine Art Award (1981); the Gold Awards, International Art Competition, Los Angeles (1984); and First Prize at the First 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. In 2016, he was awarded the HKDA Lifetime Honorary Award by the Hong Kong Designers Association.

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 (from 2003 to 2011) and is now a Member of Alliance Graphique Internationale and a Museum Expert Advisor for the Hong Kong Museum of Art.

靳埭強博士於1967年研習藝術與設計並展開設計事業，是70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，於2016年獲香港設計師協會終身榮譽獎。

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年至2011年)，現為國際平面設計聯盟會員、香港藝術館的博物館專業顧問。



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

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

孔令成先生是銀行及金融服務業專才，他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。



**Ms Rose LEE Wai-mun, JP \***

**李慧敏女士, JP \***

Ms Rose Lee is an Independent Non-Executive Director of CK Hutchison Holdings Limited, Swire Pacific Limited, and MTR Corporation Limited. She is also a Member of the Election Committee of the 13th National People's Representative Meeting and Vice Patron of the Community Chest of Hong Kong. She is a Fellow of The Hong Kong Institute of Bankers.

She was previously the Vice-Chairman and Chief Executive of Hang Seng Bank Limited, Group General Manager of HSBC Holdings plc, Director of Hongkong and Shanghai Banking Corporation Limited, and the Chairman of the Board of Governors of Hang Seng University of Hong Kong. She was previously a Vice President of The Hong Kong Institute of Bankers, Board Member and Deputy Chairman of the Executive Committee of The Community Chest of Hong Kong, and a Member of the Financial Services Advisory Committee of the Hong Kong Trade Development Council.

\* since 23 October 2018

李慧敏女士現為長江和記實業有限公司、太古股份有限公司及香港鐵路有限公司的獨立非執行董事。她亦是第13屆全國人民代表大會代表選舉會議成員，以及香港公益金名譽副會長。李女士是香港銀行學會資深會士。

李女士曾出任恒生銀行有限公司副董事長兼行政總裁、滙豐控股有限公司集團總經理、香港上海滙豐銀行有限公司董事，以及香港恒生大學校董會主席。李女士曾出任香港銀行學會副會長、香港公益金董事會董事、執行委員會副主席及香港貿易發展局金融服務諮詢委員會委員。

\* 任期由2018年10月23日起



**Dr the Honourable LO Wai-kwok, SBS, MH, JP**

**盧偉國議員, SBS, MH, JP**

Dr Lo Wai-kwok is a Member of the Legislative Council of the HKSAR, representing the Engineering Functional Constituency. Dr Lo is very active in the community and has served on many government organisations, professional bodies and trade associations. He was the President of the Hong Kong Institution of Engineers in 2007/08 and was a Member of Sha Tin District Council for many years. He is currently the Chairman of the Hong Kong Quality Assurance Agency, and 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 the Chairman of the Business and Professionals Alliance for Hong Kong, Chairman of the Hong Kong Green Strategy Alliance, and a former President of the Hong Kong Professionals and Senior Executives Association.

盧偉國議員為現任香港特別行政區立法會議員(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前會長。



## GOVERNANCE REPORT

### 管治報告



**Miss Dee POON Chu-ying \***  
**潘楚穎女士\***

Miss Dee Poon is the Managing Director of Brands and Distribution at Esquel Group, a leading global textile and apparel manufacturer with operations worldwide.

Miss Poon is a Member of the Asia Advisory Board of Christie's, the International Advisory Committee of Harvard University's Asia Center (Cambridge, MA), the Family Advisory Council of the Saïd Business School Research Programme on Corporate Ownership and Purpose at the University of Oxford, and the Global Steering Committee of Social Entrepreneurship to Spur Health (Hong Kong and London). She is also on the Board of Directors of the Esquel – Y.L. Yang Education Foundation. In 2014, she was selected as a Young Global Leader by the World Economic Forum and was designated a Fellow of the Aspen Institute's China Fellowship Program.

Actively engaged in the arts, Miss Poon sits on the International Council of the Tate (London) and the International Council of The Museum of Modern Art (New York). She serves on the Board of Directors of the China Arts Foundation (Beijing and New York) and the Collectors Circle Committee of Asia Art Archive. She has also been a Member of the Performance Committee at the Whitney Museum of American Art (New York), and a Member of the Lincoln Center China Advisory Council (New York), and was a Co-founder of the Ambassadors of Design (Hong Kong).

\* since 23 October 2018

潘楚穎女士現任溢達集團品牌及分銷部董事總經理。溢達集團是一家世界領先的紡織和成衣製造商，業務遍及世界各地。

潘女士擔任佳士得亞洲顧問委員會、哈佛大學亞洲中心國際顧問委員會(馬薩諸塞州劍橋市)、牛津大學賽德商學院企業股權和目的研究項目家庭諮詢委員會和社會企業家精神性健康全球指導委員會(香港和倫敦)的成員。她也是溢達楊元龍教育基金會董事會成員。潘女士於2014年獲世界經濟論壇選為「全球青年領袖」，以及是阿斯本研究所「中國院士計劃」成員之一。

潘女士熱愛藝術，她擔任英國倫敦泰特美術館國際委員會以及美國紐約現代藝術博物館國際顧問委員會的成員，也是中國藝術基金會(北京和紐約)董事會和亞洲藝術文獻庫收藏家委員會的成員。她還是惠特尼美國藝術博物館的表演委員會、美國林肯中心中國顧問委員會成員以及香港設計大使聯合創始人。

\* 任期由2018年10月23日起



**Ms Winnie TAM Wan-chi, SC, JP**

譚允芝女士，資深大律師，JP

Ms Winnie Tam is a former Chairman of the Hong Kong Bar Association (from 2015 to 2017) and a Senior Counsel in independent private practice. She is known particularly for her expertise in intellectual property, and civil and commercial dispute resolution. She holds the judicial appointment of Recorder of the Court of First Instance of the High Court of the HKSAR, in which capacity she devotes part of her professional time to sit as a judge, and serves the legal profession as Chairman of the Hong Kong Advocacy Training Council. Her other roles in public service include serving as Chairman of the Communications Authority and as Member of the Board of Directors of the Hong Kong Philharmonic Orchestra, the Law Reform Commission, the Hong Kong Tourism Board, and the Chief Executive's Council of Advisers on Innovation and Strategic Development.

Ms Tam has a deep interest in Western classical music, Chinese classical arts and literature, and for many years was an active choral singer, choir director and concert soloist in Hong Kong. She has remained a keen supporter of the musical arts through her work with the registered charity Lin Yao Ji Music Foundation, which supports the development of young string talent by awarding scholarships, and promotes education and the wide appreciation of string music in Hong Kong.

譚允芝女士為獨立執業的資深大律師，前任香港大律師公會主席（2015年至2017年），專長知識產權法、民商法以及仲裁法，兼任香港特別行政區高等法院原訟庭特委法官，審理民事案件，亦為香港訟辯培訓委員會的主席。其他公職包括擔任通訊事務管理局主席、法律改革委員會委員、香港旅遊發展局成員、香港管弦樂團董事局成員和行政長官創新及策略發展顧問團成員等。

譚女士愛好西方古典音樂及中國古典文學和藝術，青年時代已活躍於合唱及聲樂界。近年致力支持音樂藝術發展，並成立慈善團體「林耀基音樂基金」，推廣弦樂藝術教育和導賞，並為具才華的弦樂手提供獎學金資助。



**Mr WAN Man-ye, BBS, JP**

溫文儀先生，BBS，JP

Mr Wan Man-ye is a self-employed general practice surveyor with over 40 years of professional experience in project planning, management and construction of large-scale developments and land administration. His current roles in public and community service include School Manager of Chi Lin Buddhist Secondary School, HKICC Lee Shau Kee School of Creativity, and Diocesan Girls' School; Honorary President of Youth Outreach; and 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佛教志蓮中學、香港兆基創意書院及拔萃女書院校董、協青社榮譽會長，以及香港青年協會會長。

## GOVERNANCE REPORT

### 管治報告

#### 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 Secretary for Home Affairs of the HKSAR Government in July 2015.

Mr Lau was elected as Member of Shatin District Council in 1985, which marked the beginning of his 30-year career in the public service. He became a Member of the Legislative Council of the HKSAR in 1998 and was also a Member of the Executive Council of the HKSAR.

In 1994, Mr Lau founded Civil Force and was formerly Deputy Chairman of the Democratic Alliance for the Betterment and Progress of Hong Kong. He was appointed Under Secretary for Constitutional and Mainland Affairs in 2012.

Mr Lau holds a Master of Philosophy degree in Public and Social Administration.

劉江華先生於2015年7月獲委任為香港特別行政區政府民政事務局局长。

劉先生於1985年首次當選沙田區議員，開展了30年的公職生活。其後於1998年開始出任香港特別行政區立法會議員及曾任香港特別行政區行政會議成員。

劉先生於1994年創辦「公民力量」，並曾經擔任民建聯副主席。2012年獲委任為政制及內地事務局副局長。

劉先生持有公共及社會行政學碩士學位。





**The Honourable Michael WONG Wai-lun, JP**

**黃偉綸先生, JP**

Secretary for Development

發展局局長

Mr Michael Wong was appointed Secretary for Development of the HKSAR Government on 1 July 2017.

Mr Wong joined the Administrative Service in August 1985 and rose to the rank of Administrative Officer Staff Grade A1 in April 2017. He served in various bureaux and departments, including the former City and New Territories Administration, the former Television and Entertainment Licensing Authority, the former Legal Department, the Central Policy Unit, the former Trade and Industry Branch, the former Business and Services Promotion Unit, the former Economic Services Bureau, the Security Bureau, and the former Economic Development and Labour Bureau. He was Deputy Secretary for Education from July 2007 to August 2009, Director of Information Services from August 2009 to February 2014, and Director of Marine from February 2014 to August 2015. He was Permanent Secretary for Development (Planning and Lands) from August 2015 to June 2017.

Mr Wong holds a Bachelor of Social Sciences degree from the University of Hong Kong and a Bachelor of Laws degree from the University of London (External Programme).

黃偉綸先生於2017年7月1日獲委任為香港特別行政區政府發展局局長。

黃先生於1985年8月加入政務職系，並於2017年4月晉升為首長甲一級政務官。他曾在多個決策局及部門服務，包括前政務總署、前影視及娛樂事務管理處、前律政署、中央政策組、前工商科、前工商服務業推廣署、前經濟局、保安局及前經濟發展及勞工局。他於2007年7月至2009年8月出任教育局副秘書長，於2009年8月至2014年2月出任政府新聞處處長，於2014年2月至2015年8月出任海事處處長，並於2015年8月至2017年6月出任發展局常任秘書長（規劃及地政）。

黃先生獲香港大學社會科學學士，及倫敦大學法學學士（校外課程）。

## GOVERNANCE REPORT

### 管治報告



#### **The Honourable James Henry LAU Jr, JP**

**劉怡翔先生, JP**

Secretary for Financial Services and the Treasury  
財經事務及庫務局局長

Mr James Lau was appointed Secretary for Financial Services and the Treasury of the HKSAR Government on 1 July 2017.

Mr Lau joined the Hong Kong Government as an Administrative Officer in 1979 and was promoted through the ranks to Administrative Officer Staff Grade C in April 1988. He joined the Hong Kong Monetary Authority (the HKMA) in April 1993 and was the Head and Executive Director of various divisions of the HKMA until 2004.

In July 2004, Mr Lau was seconded to the Hong Kong Mortgage Corporation as Chief Executive Officer until he retired in December 2012. Mr Lau was appointed Under Secretary for Financial Services and the Treasury in January 2014.

Mr Lau holds a Bachelor of Mathematics (Computer Science and Statistics) Honours degree and a Master of Mathematics degree in Computer Science from the University of Waterloo, Canada.

劉怡翔先生於2017年7月1日獲委任為香港特別行政區政府財經事務及庫務局局長。

劉先生於1979年加入政府，任職政務職系，於1988年4月晉升首長級丙級政務官。他於1993年4月加入香港金融管理局（金管局），至2004年期間出任金管局不同部門的主管及助理總裁。2004年7月借調香港按揭證券有限公司，出任該公司總裁至2012年底榮休，並於2014年1月獲委任為財經事務及庫務局副局長。

劉先生持有加拿大滑鐵盧大學數學學士及數學碩士學位。

#### IV) Biographies of Senior Management 四) 高級管理人員簡歷



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

Mr Pescod joined WKCDA in October 2014 and was appointed Chief Executive Officer in August 2015. He has overall responsibility for the Authority's strategic direction and day-to-day operations, working with a strong team to deliver the visionary West Kowloon project.

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

栢志高先生於2014年10月加入管理局，並於2015年8月獲委任為行政總裁。他全權負責管理局的策略方針和日常營運，與盡心竭力的團隊並肩，落實這個高瞻遠矚的西九項目。

栢志高先生曾於香港政府服務逾32年，任職多個不同決策科／局及部門服務，包括前民政科、前保安科、地政總署、前市政總署、前政務總署、前公務員事務科、旅遊事務署及效率促進組。他於2006年至2008年出任香港駐布魯塞爾歐洲共同體特派代表；於2008年至2010年出任香港特別行政區政府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。



## GOVERNANCE REPORT

### 管治報告



**Dr William CHAN**  
**陳惠明博士**  
Chief Commercial Officer  
首席商務總監

Dr Chan joined WKCD in June 2016 as Chief Operating Officer. He was appointed Chief Commercial Officer in June 2019 and oversees property-related matters and the overall planning and development of the Hotel/Office/Residential projects of the West Kowloon Cultural District and its commercial activities.

Dr Chan has over 40 years of experience in property development, construction project management and project delivery in both the private and public sectors, covering major projects in Hong Kong and Mainland China. Prior to joining WKCD, Dr Chan was the Executive Director of Kerry Properties Limited. He also held senior management and professional positions at Hong Kong Cyberport Management Company Limited (from 1999 to 2002) and at MTR Corporation (from 1980 to 1985) for the MTR Island Line property developments. Dr Chan is a Fellow Member of the Royal Institution of Chartered Surveyors and the Hong Kong Institute of Surveyors.

陳惠明博士於2016年6月加入管理局，擔任營運總裁，2019年6月獲委任為首席商務總監，負責掌管西九文化區內與物業相關事項、文化區內酒店／辦公室／住宅項目整體規劃及發展，以及與商業有關活動。

陳博士曾參與香港和中國內地的各項公、私營機構的主要發展項目，在物業發展、建築工程管理及項目推展等方面累積逾40年經驗。加入管理局前，陳博士為嘉里建設有限公司執行董事，亦分別在香港數碼港管理有限公司（1999年至2002年）及港鐵公司的港島線物業發展項目（1980年至1985年）出任專業和管理層要職。陳博士為英國皇家測量師學會及香港測量師學會資深會員。



**Ms Kitty FUNG Kit-yi**  
**馮潔儀女士**  
Chief Financial Officer  
首席財務總監

Ms Fung joined WKCD in September 2019. She oversees the delivery of finance, development, and innovation and technology across the Authority.

Ms Fung has extensive experience in finance and accounting, risk management, taxation and investor relations. Prior to joining WKCD, she served as Executive Director and Group Chief Financial Officer of Dah Chong Hong Holdings Limited. Ms Fung previously held senior executive positions in various multinational corporations in the United States, Greater China and the Asia Pacific region. Ms Fung is a Certified Public Accountant of the Hong Kong Institute of Certified Public Accountants. She is also a Certified Management Accountant in the United States and a Chartered Financial Analyst of The CFA Institute.

馮潔儀女士於2019年9月加入管理局，負責管理局的財務、拓展和創新及科技事務。

馮女士在財務及會計、風險管理、稅務及投資者關係方面，擁有豐富經驗。加入管理局前，馮女士為大昌行集團有限公司執行董事及集團財務總裁。她曾在美國、大中華區和亞太地區多家跨國公司擔任高級管理職務。馮女士是香港會計師公會的註冊會計師，亦是美國註冊管理會計師和CFA協會的特許金融分析師。

Ms Raffel joined WKCD in November 2016 as Executive Director of M+ and was appointed Museum Director of M+ in January 2019. Ms Raffel leads and oversees all of M+'s activities, including collections building, exhibitions, research, programming, institutional collaborations and operations.

Previously, Ms Raffel was Deputy Director of the Art Gallery of New South Wales, Sydney. Before that she worked at the Queensland Art Gallery and the Gallery of Modern Art, Brisbane, where she held many senior curatorial positions, including Acting Director and Deputy Director of Curatorial. At the Queensland Art Gallery, she was instrumental in building the contemporary Asia Pacific collection and led its Asia Pacific Triennial of Contemporary Art (from 2002 to 2012). Ms Raffel is currently a Trustee of the Geoffrey Bawa Trust and the Lunuganga Trust in Sri Lanka, and a Member of the Board of the International Committee for Museums and Collections of Modern Art (CIMAM).

華安雅女士於2016年11月加入管理局，擔任M+行政總監，2019年1月獲委任為M+博物館館長。華安雅女士負責領導M+的發展及博物館各項事務和活動，包括蒐羅館藏、策劃展覽、掌管研究、備辦節目、機構合作和博物館營運。

加入M+前，華安雅女士是澳洲悉尼新南威爾士藝術博物館的副館長。她亦曾任職於布里斯本的昆士蘭藝術博物館與現代藝術博物館，擔任各高級策展崗位，包括署理館長及策展副總監。在昆士蘭藝術博物館任職時，她負責建立當代亞太藝術館藏，並策劃「亞太當代藝術三年展」(2002年至2012年)。華安雅女士現為斯里蘭卡Geoffrey Bawa基金會及Lunuganga基金會的受託人，以及國際現代藝術博物館及藏品委員會(CIMAM)的董事局成員。



**Ms Suhanya RAFFEL**  
**華安雅女士**  
Museum Director, M+  
M+博物館館長

Dr Louis Ng was appointed Museum Director of the Hong Kong Palace Museum in August 2019. He is responsible for developing the museum's strategic vision, exhibitions and programming, and managing its collections, operations, and educational and audience-building strategies.

Dr Ng is a seasoned museum professional, historian and arts administrator with over 30 years of experience in museum planning and management. Prior to joining WKCD, Dr Ng was Deputy Director of the Leisure and Cultural Services Department, HKSAR Government, where he oversaw the department's culture-related institutions, such as museums, performance arts venues, visual arts centres and libraries.

吳志華博士在2019年8月獲委任為香港故宮文化博物館館長，負責發展博物館的策略願景、展覽和節目，管理館藏、營運、教育及觀眾拓展策略。

吳博士是一位資深的博物館專家、歷史學家及藝術行政人員，在博物館策劃及管理方面擁有超過30年的經驗。在加入管理局前，吳博士為香港特別行政區政府康樂及文化事務署副署長，負責監督該署的博物館、表演藝術場地、視覺藝術中心和圖書館等文化相關機構。



**Dr Louis NG Chi-wa**  
**吳志華博士**  
Museum Director  
Hong Kong Palace Museum  
香港故宮文化博物館館長

## GOVERNANCE REPORT

### 管治報告



**Ms Alison Friedman**  
**方美昂女士**

Acting Executive Director, Performing Arts  
and Artistic Director, Performing Arts  
署理表演藝術行政總監及表演藝術總監

Ms Friedman joined WKCD in October 2017 as Artistic Director, Performing Arts. She leads the dance, theatre, xiqu, music and outdoor, learning and participation teams of the Performing Arts Division to ensure WKCD's performing arts programmes are conceptualised, curated and implemented to realise the Authority's vision to be a regional and global leader in the performing arts. In June 2019, she took up the additional role of Acting Executive Director, Performing Arts, and 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.

Ms Friedman is a Board Member of the International Society for the Performing Arts, one of the largest international alliances of performing arts leaders. Fluent in Mandarin Chinese, she founded the cultural exchange organisation Ping Pong Productions (PPP) in 2010 after studying as a Fulbright scholar in the Department of History in Peking University and the Beijing Dance Academy in Mainland China from 2002 to 2003. Prior to PPP, Ms Friedman held producer and general manager roles at dance and music institutions, including the Beijing Modern Dance Company, and composer and conductor Tan Dun's production and management company.

方美昂女士於2017年10月加入管理局，擔任表演藝術總監，帶領表演藝術處的舞蹈、戲劇、戲曲、音樂和戶外，以及教育及拓展等團隊，確保管理局的表演藝術節目在構思、策劃和執行方面，都能夠實現管理局致力成為區內以及世界表演藝術領袖的願景。方美昂女士於2019年6月兼任署理表演藝術行政總監，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。

方美昂女士現為國際最大表演藝術聯盟之一國際演藝協會的董事局成員。方美昂女士曾獲富布萊特獎學金資助，於2002年至2003年到北京大學歷史系和北京舞蹈學院擔任訪問學人，並於2010年創立了文化交流機構「乒乓策劃」。在創立「乒乓策劃」前，她曾在多家舞蹈及音樂機構，包括「北京現代舞團」和作曲家及指揮家譚盾先生的製作及管理公司，擔任製作和總經理。

Ms Kwong joined WKCD in June 2010 as Executive Director of Human Resources. She was appointed Executive Director of Human Resources and Administration in May 2016 and Chief Corporate Services Officer in January 2019. Ms Kwong is responsible for the overall corporate services of the Authority, covering Human Resources, General Procurement, Corporate Administration, and District Facilities Services, in addition to the remuneration and planning functions.

Ms Kwong has over 25 years of management experience in public utilities and multinational companies. Prior to joining WKCD, she was a Human Resources Manager of 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.

鄭配嫻女士於2010年6月加入管理局，擔任人力資源行政總監，2016年5月獲委任為行政及人力資源行政總監，並於2019年1月獲委任為首席機構事務總監。鄭女士執掌管理局的機構事務，包括人力資源、採購、機構行政和區域設施事務，以及薪酬及規劃。

鄭女士擁有超過25年管理公共事業及跨國公司的經驗，在加入管理局前，她曾任中華電力有限公司的人力資源經理，負責人力資源部的整體運作及發電業務部的業務變革管理。



**Ms Eva KWONG**  
**鄭配嫻女士**

Chief Corporate Services Officer  
首席機構事務總監

Mr Stowe joined WKCD as Head of Construction Project Management. He was appointed Director of Project Control in May 2016 and was promoted to Chief Projects Officer in January 2019. Mr Stowe leads the Projects Division, which is responsible for the design, construction and project management of all projects in the West Kowloon Cultural District. Mr Stowe and his teams oversee the design approval, procurement and construction delivery of all planned arts and cultural facilities, commercial projects, and government-entrusted public infrastructure works across the District.

Prior to joining the Authority, Mr Stowe was a Director (Projects) of the Project Management Group (Meinhardt Management Asia Ltd) of Meinhardt Engineering Consultants. Mr Stowe has held various positions in both the government and the private sector, primarily in Hong Kong, on notable projects, such as Hong Kong International Airport, the MTR West Rail Line, Cathay Pacific Cargo Terminal, and other MTR projects in Hong Kong, Guangzhou, Bangkok and Sydney. He is a UK-registered architect with over 28 years of experience and expertise working on large multidisciplinary teams in the field of design, construction and project management, delivering large-scale infrastructure and building projects in Asia.

司徒澤民先生於2012年3月加入管理局，擔任建築項目管理主管，2016年5月獲委任為項目監管總監，2019年1月晉升為首席工程總監，負責領導工程處，掌管西九文化區所有項目的設計、工程和項目管理事宜。司徒澤民先生與他的團隊負責監督整個文化區已規劃的文化藝術設施、商業項目以及政府委託的公共基礎建設工程的设计審批、採購和工程推展。

加入管理局前，司徒澤民先生為Meinhardt Engineering Consultants旗下項目管理集團 (Meinhardt Management Asia Ltd) 的項目總監。司徒澤民先生曾在香港的政府和私營機構擔任不同職務，參與重大項目建設，如香港國際機場、港鐵西鐵綫、國泰航空貨運站，以及香港、廣州、泰國曼谷和澳洲悉尼的其他港鐵項目等。司徒澤民先生是英國註冊建築師，在亞洲的大型基建及工程項目的設計、建造和項目管理方面，擁有超過28年的豐富經驗及專業知識。



**Mr Jeremy STOWE**  
司徒澤民先生  
Chief Projects Officer  
首席工程總監



**Ms Amy Maria TAM**  
譚安美女士  
General Counsel  
總法律顧問

Ms Tam joined WKCD as General Counsel and was appointed Secretary of the Board of the Authority in August 2018. She oversees the Legal and Secretarial Division, and manages the legal, Board Secretariat and insurance functions of the Authority.

Ms Tam has more than 25 years of experience in the legal field. Prior to joining WKCD, she was employed by Hong Kong Broadband Network Limited from 2015 to 2018 as Head of Legal and Company Secretary in the Legal and Compliance Department. She was responsible for overseeing the legal, secretarial and regulatory matters of the company. Ms Tam also served as Senior Legal Advisor of MTR Corporation Limited and has extensive in-house experience in property management, telecommunications, railway operations, intellectual property, regulatory compliance, land issues, insurance and employment-related matters.

譚女士於2018年8月加入管理局擔任總法律顧問，並獲委任為管理局董事局秘書，負責領導法律事務部及管理局秘書處，掌管管理局的法律、董事局秘書處及保險事宜。

譚女士於法律界擁有逾25年豐富經驗。在加入管理局前，譚女士於2015年至2018年期間曾任職香港寬頻網絡有限公司，為該公司的法律部主管及公司秘書，執掌法律、公司秘書及規管事宜。譚女士曾於香港鐵路有限公司擔任高級法律顧問，對公司內部事務擁有豐富經驗，涉及範疇涵蓋物業管理、電訊、鐵路營運、知識產權、法規遵從、土地事宜、保險以及僱傭相關事宜。



## GOVERNANCE REPORT

### 管治報告

## B. COMMITTEES AND PANELS

### I) Functions and Conduct of Business

Seven committees were established under the Board – the Executive Committee, Audit Committee, Development Committee, Investment Committee, Performing Arts Committee, Public Private Partnership Projects Committee, and Remuneration Committee, along with the Consultation Panel and the Commercial Letting Panel.

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

The Consultation Panel adopted a set of guidelines governing the conduct of its business. The Consultation Panel must hold at least one meeting a year, and the meetings must be open to the public.

#### Executive Committee

The Executive Committee (ExCom) was established in February 2013 under the Board. It sits above the other committees. ExCom provides timely guidance on the overall strategy and planning issues of the Authority, including operational issues; monitors the progress of major projects; reviews policies and guidelines; and ensures the coordination of activities and the alignment of purpose among the committees. It is also responsible for overseeing the financial position of WKCD in connection with the West Kowloon project and provides guidance to the Management in respect of the funding strategy, including the implementation of the Enhanced Financial Arrangement announced by the Chief Executive in the Policy Address in January 2017. ExCom comprises the chairpersons of the various committees and the Boards of Directors of M Plus Museum Limited and Hong Kong Palace Museum Limited, with a representative from Home Affairs Bureau and the Chief Executive Officer of WKCD serving as co-opted members. ExCom held nine meetings during the reporting year.

## 乙. 委員會、諮詢會及小組

### 一) 職能及運作

董事局下設七個委員會，分別為行政委員會、審計委員會、發展委員會、投資委員會、表演藝術委員會、公私營合作項目委員會及薪酬委員會；另外還成立諮詢會及商業項目租賃小組。

委員會一般以董事局採納的《會議常規》及《行為守則》作為履行職務的依據。

諮詢會採納一套運作指引，每年必須最少舉行一次會議，並必須公開進行。

#### 行政委員會

行政委員會於2013年2月成立，為董事局轄下而其他委員會之上的架構。行政委員會負責適時指導管理局的整體策略及規劃事宜，包括營運事宜；監察主要項目的進度；審閱政策及指引；及確保能夠協調董事局轄下各委員會的工作並使其目標一致。此外，行政委員會亦負責監察管理局有關西九項目的財務狀況，並向管理層就融資策略提供指導，包括落實行政長官於2017年1月的施政報告中宣布的加強財務安排。行政委員會成員包括各委員會主席以及 M Plus Museum Limited與香港故宮文化博物館有限公司的主席，民政事務局代表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九次會議。

## 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 West Kowloon; to recommend to the Board a Programme of Implementation of individual building and infrastructure projects for the District; 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 of both individual projects and the District as a whole.

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

### Procurement and Management of Consultancies

- Provisional Item for Zone 2A in the Consultancy Agreement for the Integrated Basement and Underground Road in Zone 2A, 2B and 2C
- Zone 2A Integrated Basement and Underground Road – Result of Expression of Interest and Updated Contract Strategy for the Procurement of the Foundation and Excavation and Lateral Support Works Contract
- Proposed Contract Strategy and Proposal to Proceed with Procurement of Detailed Design Consultancy Services for Zones 2B and 2C of the Zone 2 Integrated Basement
- M+ Museum Project Quantity Surveying Consultancy – Approval of Variation to Services
- M+ Museum Project M+ Joint Venture Lead Consultant – Proposed Commercial Settlement of Claims
- Consultancy Services for Interior Design and Fit-out of the WKCD Head Office in the P39B Retail, Dining and Entertainment (RDE) Tower
- Project Update and Proposed Adjustment to the Approved Budget of the Head Office of WKCD at P39B
- Revising the Contract Sum of the Consultancy Agreement for Design and Contract Administration of the Austin Road Pedestrian Linkage System by including a Provisional Sum for Resident Site Staff
- Increasing the Provisional Sum for Resident Site Staff under the Consultancy Agreement for the Public Infrastructure Works (Package 1)

## 發展委員會

發展委員會的主要職能是就西九項目規劃及發展的整體政策與策略向董事局提供意見；向董事局推薦西九個別樓宇與基建項目實施時間表；及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。

因應職務範疇，發展委員會於報告年度舉行了八次會議以處理下列事宜：

### 聘用及管理顧問公司

- 綜合地庫2A、2B及2C區與地下行車路顧問服務協議中的2A區臨時項目
- 2A區綜合地庫與地下行車路 —— 基建、挖掘與橫向承托工程合約招標的權益表達與合約策略更新結果
- 就綜合地庫2區之2B區與2C區詳細設計顧問服務進行採購的擬議合約策略與建議
- M+博物館工程測量顧問服務 —— 服務變更核准
- M+博物館工程M+合資企業總顧問 —— 擬議商業理賠
- P39B 零售、餐飲和消閒(RDE)大樓管理局總部室內設計與裝修顧問服務
- P39B大樓管理局總部項目的最新發展與已核准預算的擬議調整
- 修訂柯士甸道行人接駁系統工程設計及合約管理顧問協議的合約金額，以納入駐工地人員備用金額
- 根據公共基礎建設工程(組合1)顧問協議，增加駐工地人員備用金額

## GOVERNANCE REPORT

### 管治報告

- Consultancy Agreement for the Design and Administration of the Construction of the New Exit Road and Associated Works Adjoining the West Kowloon Cultural District – Tender Assessment Results and Recommendation to Award
- Revised Arrangement of Project Management Consultancy Services for the Hong Kong Palace Museum
- Supplemental Agreement for the Consultancy for the Lyric Theatre Foundation and its Extended Basement in Zone 3B – Additional Work Stages 4 and 5 Services for the Basement Construction in Area A2
- Lead Consultancy Services for the Construction Phase of the Lyric Theatre Complex and Extended Basement Project – Management Proposal to Enhance On-site Services with Dedicated Lead Consultancy Resources

#### Design and Development

- Progress Update on the Revised Topside Development Planning Arrangements and the Modified Parcel Configuration for the Integrated Basement in Zone 2
- Schematic Design of Parcel 32 in relation to the Lyric Theatre Complex and Design Update on the Artist Square Development Area
- Feasibility Study on Temporary Uses in Zone 2C
- Progress Update for the ACE (Art, Commerce and Exhibitions) Development

#### Implementation

- Zone 2A Integrated Basement and Underground Road – Contract Strategy and Proposal to Proceed with the Procurement of the Foundation and Excavation and Lateral Support Works Contract
- M+ Museum Project – M+ Joint Venture Consultant Claims under the Consultancy Agreement
- M+ Museum Project – Quantity Surveying Consultancy – Approval for Variation to Services
- Award of Contract of Information and Communications Technology Infrastructure for the M+ Building, the Conservation and Storage Facility, the M+ Interfacing Carpark, and the P39B RDE Building.
- Foundation Works Contract for the Lyric Theatre Complex and Extended Basement in Zone 3B – Final Assessment of Extension of Time for Key Date 1 (Completion of the Works except Area 6) and Key Date 3 (Practical Completion)

- 西九文化區鄰近的新出口路及相關建築工程設計及管理顧問協議 —— 招標評估結果及授標建議

- 香港故宮文化博物館項目管理顧問服務安排修訂

- 演藝綜合劇場地基及其3B區地庫延伸部分項目顧問服務補充協議 —— A2區地庫建築工程項下額外第四階段與第五階段工程服務

- 演藝綜合劇場與地庫延伸部分項目建造階段總顧問服務 —— 藉由專用總顧問資源加強現場服務的管理建議

#### 設計及發展

- 綜合地庫2區的修訂上蓋發展規劃安排和修改地塊配置的最新進展
- 32號地塊的演藝綜合劇場示意圖和藝術廣場發展區的設計更新
- 2C區臨時啟用的可行性研究
- ACE(藝術、商業和展覽)發展的最新進展

#### 項目推展

- 2A區綜合地庫與地下行車路 —— 基建、挖掘與橫向承托工程合約的合約策略及就此進行採購的建議
- M+博物館項目M+合資企業顧問根據顧問服務協議提出的要求
- M+博物館工程測量顧問服務 —— 服務變更核准
- M+大樓、修復保管中心、M+停車場和P39B RDE大樓的資訊及通訊科技基礎設施合約的批出
- 演藝綜合劇場與3B區地庫延伸部分的地基工程合約 —— 延長關鍵日期1(6區除外的工程竣工)及關鍵日期3(實際竣工)的期限的最終評估

- The Lyric Theatre Complex and Extended Basement (Zone 3B) – Award of Main Works Contract (L2)
- Instructing Changes to the L2 Contract – Expenditure of Provisional Sums for Project Wrap-up Employee's Compensation Master Policy and the Prime Cost Sum for the Chiller Nominated Sub-Contract
- L2 Works Contract for the Lyric Theatre Complex and Extended Basement Project – Award of the Nominated Sub-Contract for High Voltage Chillers for the District Cooling System
- License and Works Agreement with MTR Corporation Limited for the Austin Road Pedestrian Linkage System
- Extension of Time for Public Infrastructure Works Phase 1 (Package 1)
- Supplemental Agreement No 1 to 'Entrustment Agreement for West Kowloon Project – Construction Works in Relation to the Public Infrastructure Works' for the Construction of the Austin Road Pedestrian Linkage System
- Recommendation of the Tender List and Proposal to Proceed with the Procurement of the Main Works Contract for the Hong Kong Palace Museum
- Procurement of the Works Contract for the Interim Promenade Zone 1 & 2 Works
- The Xiqu Centre Main Works Contract Deferring the Deduction of Liquidated Damages – Update on the Assessment of Contractor's Claims for the Extension of Time and Additional Payment
- Additional Works under the Foundation Works Contract for the Hong Kong Palace Museum
- The Hong Kong Palace Museum – Award of the Main Works Contract
- Gazettal under the Roads (Works, Use and Compensation) Ordinance (Cap. 370) for including the airspace above and land strata below Museum Drive into the land to be granted to WKCD
- 演藝綜合劇場及地庫延伸部分(3B區) —— 主要工程合約(L2)的批出
- L2合約變更內容 —— 項目收尾員工薪酬集成保險單的備用金額及冷凍機指定分包合約的總成本金額開支
- 演藝綜合劇場及地庫延伸部分項目的L2工程合約 —— 區域供冷系統高壓冷凍機指定分包合約的批出
- 與香港鐵路有限公司就柯士甸道行人接駁系統訂立許可與工程協議
- 延長公共基礎建設工程第一期(組合1)的期限
- 就柯士甸道行人接駁系統建造訂立的西九項目委託協議的第1號補充協議 —— 公共基礎建設工程下建築工程
- 關於香港故宮文化博物館主要工程合約的投標名單及就此進行採購的建議
- 臨時長廊1區及2區工程合約招標
- 戲曲中心主要工程合約延期扣除約定損害賠償金 —— 承建商申請延長期限及額外付款評估的最新發展
- 香港故宮文化博物館地基工程合約下的額外工程
- 香港故宮文化博物館 —— 主要工程合約的批出
- 根據《道路(工程、使用和補償)條例》(第370章)刊憲，將博物館車道上方空域及下方地層納入管理局的管轄區域

#### Guidelines and Procedures

- Proposed changes to the approved procedures to align with the latest functional responsibilities of the Chief Operating Officer
- Policy on IT security

#### Regular Reports

- Project control progress report
- Construction safety progress report

#### 指引及程式

- 已審批程式的擬議修訂，以使其與營運總裁的最新職責一致

- 資訊科技安全政策

#### 定期報告

- 項目監管進度報告
- 建築安全進度報告



## GOVERNANCE REPORT

### 管治報告

#### Performing Arts Committee

The principal functions of the Performing Arts Committee (PAC) are to formulate the vision, mission and mode of governance of the 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. Five meetings were held during the reporting year.

The first performing arts venue, the Xiqu Centre, opened in January 2019, followed by Freespace, in June 2019 in the heart of the Art Park. The Lyric Theatre Complex is scheduled to be completed in 2023. These performing arts venues will provide spaces of different sizes and functions for performances, shows, and other activities and events.

During the year, PAC's views and endorsements were sought for WKCD's Xiqu Centre Guided Tours, which have been organised since the Grand Opening of the Xiqu Centre in January 2019. The Guided Tours familiarise young people, curious visitors and xiqu lovers with the Xiqu Centre's new facilities and provide an accessible entry point for understanding xiqu. They serve an important public-facing platform, which will help in the promotion of xiqu as an art form.

PAC members were regularly briefed on the marketing and communications plans, ticketing, facilities management, programming, and venue hiring for the opening and operation of the Xiqu Centre. Membership of the Xiqu Centre Advisory Panel was also endorsed during the reporting year. Working closely with PAC, the Panel held three meetings during the year.

Apart from the Xiqu Centre, the Management presented Freespace and Art Park Opening Programmes. The programmes comprised invited local and international performances, local companies, and West Kowloon's self-produced performances, covering genres such as dance, theatre, music, multi-media and cross-genre art forms. Also presented were the schedule of charges of Freespace, the selection of the F&B operator, and the proposed music programmes at Freespace Livehouse.

#### 表演藝術委員會

表演藝術委員會的主要職務是制訂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共舉行了五次會議。

首個表演藝術場地戲曲中心於2019年1月開幕，隨後坐落於藝術公園中央的自由空間亦於2019年6月開始營運。演藝綜合劇場預計於2023年完工。這些表演藝術場地將提供不同大小和功能的空間，以進行表演、演出和其他活動及節目。

表演藝術委員會於報告年度內就管理局的戲曲中心導賞團表達意見與支持。導賞團自戲曲中心於2019年1月開幕已開始投入服務，讓青年人、遊客和戲曲愛好者熟悉戲曲中心的新設施，提供一個方便的切入點讓大眾了解戲曲，並作為一個重要公共平台，推廣戲曲藝術。

表演藝術委員會成員定期備悉關於戲曲中心開幕和營運的市場行銷與傳訊計劃、票務、設施管理、節目和場地租用等事宜。戲曲中心顧問小組成員名單亦在報告年度獲得通過。戲曲中心顧問小組與表演藝術委員會密切合作，於報告年度內舉行了三次會議。

除了戲曲中心外，管理層簡報自由空間和藝術公園的開幕節目。這些節目包括本地和國際的邀約演出、本地團體以及西九文化區製作的節目，涵蓋舞蹈、戲劇、音樂和多媒體／跨界別的藝術形式。管理層亦簡報自由空間的收費表、餐飲營運商甄選和自由空間Livehouse的擬議音樂現場節目。

For the upcoming performing arts venue, PAC members were regularly briefed on the construction progress of the Lyric Theatre Complex, including critical milestones. The new main works contractor for the Lyric Theatre Complex, Gammon Construction Limited, was appointed in 2018.

Management shared comments received from the Music Centre Stakeholder Engagement Meetings organised in 2018, covering the design of the future Music Centre, focusing on venue size and technical features.

Further to the endorsement sought from PAC on the Performing Arts (PA) artistic strategy in 2015, the PA Division devised a Business Plan for 2019/20 and Corporate Plan for 2019/20 to 2021/22. PAC members were briefed on the proposed income and expenditure covering PA programmes and research, venue operations in relation to the Xiqu Centre, Freespace, the Art Park, the Lyric Theatre Complex, cross-venue and remaining facilities, artistic programming for dance, theatre, music and outdoor events and xiqu, learning and participation, in particular for the Xiqu Centre and Freespace, and other related costs.

在即將開幕的表演藝術場館方面，表演藝術委員會成員定期備悉關於演藝綜合劇場的建築進度，包括重要工程進度指標。金門建築有限公司於2018年獲委聘為演藝綜合劇場的主要工程承建商。

管理層亦分享了於2018年舉行的音樂中心持份者參與會議期間所收集到的意見。內容涵蓋未來音樂中心的設計，重點專注於場地大小和技術特點。

隨著表演藝術委員會於2015年通過整體表演藝術策略之後，表演藝術處已制訂2019/20年度的業務計劃和2019/20年度至2021/22年度的事務計劃。表演藝術委員會成員備悉有關以下各項的擬議收入和開支：戲曲中心、自由空間、藝術公園、演藝綜合劇場，以及跨場地／餘下設施、製作舞蹈、戲劇、音樂及戶外節目等藝術節目、戲曲、教育及拓展（尤其是為準備戲曲中心和自由空間的開幕），以及其他相關成本。

## GOVERNANCE REPORT

### 管治報告

#### Remuneration Committee

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

RC held five meetings during the reporting year and deliberated on 11 papers. The key matters brought before RC included the following:

##### Remuneration Systems and Employee Benefits

RC endorsed the final consultancy report on the review of the reward strategy and related systems for WKCD and made recommendations to the Board on the proposed changes to the pay structure of WKCD.

RC supported extending paternity leave and maternity leave to five days and 14 weeks, respectively, for eligible employees of WKCD, effective on 1 January 2019.

##### Pay Review

RC endorsed the proposal and made recommendations to the Board on the 2018 pay review for the Chief Executive Officer (CEO), and the 2019 pay review for all eligible employees, including senior executives.

##### Appointment, Employment Contract Renewal and Gratuity Payment for Senior Executives

RC reviewed and proposed to the Board the appointment and terms and conditions for the employment of the General Counsel and the Chief Projects Officer, and it endorsed the employment contract renewals for two senior executives and gratuity payments for four senior executives.

##### Organisation Structure Design

RC made recommendations to the Board on the re-organisation of WKCD to ensure the organisation's successful transition from the development and construction stage to the operational stage, to enhance its overall performance, and to prepare for future growth and expansion. Taking into consideration WKCD's growth direction in the coming three to five years, and its functional plans, business challenges and key capability gaps, RC endorsed the creation of an executive-level team, comprising division heads, in accordance with four new functional groupings: Commercial and Strategic Planning, Corporate and Governance, Arts and Culture, and Construction Projects. The division heads report directly to the CEO, forming a Senior Leadership Team to enhance decision-making efficiency and organisational effectiveness.

#### 薪酬委員會

薪酬委員會負責根據管理局的整體目標和目的，就組織架構及有關人手編製、薪酬、聘用、紀律及解僱的政策，向董事局提供建議；同時監督由董事局轉介或指派處理一切關於提供予管理局僱員、前僱員或其受養人的薪酬、津貼或福利事宜。

薪酬委員會於報告年度共舉行五次會議，並審閱11份文件。薪酬委員會審議的主要事項如下：

##### 薪酬制度及員工福利

薪酬委員會通過有關獎勵策略及相關制度的最終顧問報告，並建議董事局接納該報告的薪酬結構建議。

薪酬委員會亦支持將管理局合資格僱員的侍產假和產假分別延長至5天和14週，此項福利於2019年1月1日起生效。

##### 薪酬檢討

薪酬委員會通過有關建議書並向董事局建議2018年行政總裁的薪酬檢討，以及2019年包括高級行政人員在內的所有合資格僱員的薪酬檢討。

##### 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總法律顧問和首席工程總監的委聘與聘用條款及條件。此外，薪酬委員會亦通過兩位高級行政人員的續聘合約，以及四位高級行政人員的約滿酬金發放。

##### 管理局組織架構設計

薪酬委員會向董事局建議重組管理層架構，以確保其從開發和建設階段成功過渡到營運階段，提升其整體表現，並為未來發展和擴展做好準備。考慮到管理局未來三至五年的發展方向、職能計劃、業務挑戰和關鍵能力差距，薪酬委員會通過增設一個由各處的首長組成的行政管理層，領導四個新的職能組別，即商業及策略規劃、公司及管治、藝術及文化以及建築項目。部門負責人直接向行政總裁匯報，組成高級領導團隊，以提升決策效率和組織效能。

## 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, and to monitor and oversee the performance of investments made by the Authority.

IC held four meetings during the year and reviewed 18 papers, including those by circulation. It also considered a number of major issues as follows:

### Reviewing the 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 the investment strategy and fund allocation.

### Maintaining a Highly Liquid Portfolio

Taking into account the substantial cash flow needs for project development and the expected rising interest rate outlook, IC endorsed and recommended to the Board an investment strategy focusing on placements with the Exchange Fund and bank deposits to protect the capital while also offering potential returns above those available from bank deposits only and with less risk than other forms of investment.

### Managing Bank Counterparty Risks

To manage the Authority's bank counterparty risks, IC reviewed the Authority's approved list of banks and their respective group limits twice during the year.

## 投資委員會

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

投資委員會於報告年度共舉行四次會議，及審閱18份文件，包括部分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認為必要的投資策略及基金配置。

### 保持投資組合高流動性

考慮到項目發展的龐大現金流需要，加上預期利率上升，投資委員會通過及向董事局建議，投資策略集中於外匯基金存款和銀行存款。此組合在保本的同時爭取高於銀行存款的潛在回報，而風險低於其他投資方式。

### 管理銀行交易對手風險

為管理銀行交易對手風險，投資委員會亦在年內兩度檢討了管理局的認可銀行名單及其相關額度。



## GOVERNANCE REPORT

### 管治報告

#### Audit Committee

The Audit Committee (AC) considers and advises on financial and audit matters of the Authority. AC held five meetings during the reporting year, including a review of the statement of accounts for the year ended 31 March 2018 for approval by the Board and a review of risk management activities.

AC endorsed the audit strategy and work plan for the Internal Audit for 2019/20 and reviewed reports on internal audits conducted in the 2018/19 financial year to evaluate and improve internal controls covering the following operational areas of the Authority:

- Corporate Governance
- Procurement Procedures for Capital Projects
- Insurance Management
- Third-Party Sponsorship
- Information and Communication Technology Application Project Management

AC also reviewed and made recommendations to the Board on the following:

- Extension of the provision of external audit services for another two financial years ending 31 March 2019 and 2020
- Donation and Sponsorship Policy and Guidelines
- Opening a Bank Account for West Kowloon Cultural District Foundation Limited

#### Public Private Partnership Projects Committee

The Public Private Partnership Projects Committee (PPP Committee) was established in October 2018 under the Board. The principal functions of the PPP Committee are to oversee and monitor the Public Private Partnership (PPP) projects from planning and procurement to successful completion of the capital works of PPP projects and to ensure the smooth implementation of PPP projects. PPP Committee held one meeting during the reporting year, at which it discussed the hotel/office/residential developments, including the ACE project.

#### 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五次會議，包括審議截至2018年3月31日止年度的帳目報表以呈交董事局批准，以及檢討風險管理活動。

審計委員會亦通過2019/20年度的審計策略及內部審計部工作計劃，及審閱2018/19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：

- 機構管治
- 建設項目採購程序
- 保險管理
- 第三方贊助
- 資訊與通訊技術應用程式項目管理

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：

- 延長外部核數師服務年期至2019年3月31日止及2020年3月31日止之兩個財政年度
- 捐贈及贊助政策和指引
- 西九文化區基金會有限公司開設銀行帳戶

#### 公私營合作項目委員會

公私營合作項目委員會於2018年10月依據董事局決議成立。公私營合作項目委員會的主要職責是負責監察及監督公私營合作項目，涵蓋規劃、採購、項目推展至成功完成公私營合作項目的基本工程，以及公私營合作項目的順利推展。公私營合作項目委員會於報告年度舉行了一次會議，並討論包括ACE(藝術、商業和展覽)發展組合在內的酒店／辦公室／住宅發展項目。

## Consultation Panel

The Consultation Panel (CP) was established by the Board under Section 20 of the WKCD Ordinance to gather views from the public on matters related to the functions of WKCD. During the reporting period, with the approval of WKCD Board, the CP Chairman and one CP member were appointed with effect from 1 March 2019. CP members represent different segments of the community, thereby providing CP with diverse knowledge and experience. CP meetings are open to the public, and the discussion papers and minutes of the meetings are available on the West Kowloon website. Two CP meetings were held during the reporting year (a) to provide an update on the ACE (Art, Commerce and Exhibitions) and the Artist Hostel/Residence of the District, (b) to provide marketing support for events under the community engagement project, such as "Picturing Central and Western District@West Kowloon", (c) to provide an update on the development of the Xiqu Centre, which was officially opened on 20 January 2019, and (d) to provide an update on the development of the Art Park and Freespace, as well as engagement activities for young people and the wider community.

A Working Group on Youth and Community Engagement (the Working Group) was set up in December 2014. Its primary objective is to take forward initiatives focusing on raising awareness of the West Kowloon project among young people and the wider community, and devising implementation plans. Three Working Group meetings were held during the reporting year to devise plans for the implementation of a community engagement project with district councils and youth engagement initiatives.

## Commercial Letting Panel

The Commercial Letting Panel (CLP) is responsible for providing advice to the Authority on matters relating to strategy and implementation of commercial leases, covering Retail, Dining and Entertainment (RDE), and cultural and creative industry tenants in the District.

Six meetings were held during the reporting year. CLP considered expressions of interest, offers and proposals submitted by potential prospects. During the year, the expressions of interest and offers for the restaurants, cafes and retail shops in the Xiqu Centre and Art Park were endorsed by CLP.

For the terms of reference of the seven committees and the CP and CLP, please refer to the West Kowloon website at [www.westkowloon.hk](http://www.westkowloon.hk).

## 諮詢會

董事局根據《西九文化區管理局條例》第20條設立諮詢會，收集公眾對有關管理局職能事宜的意見。經管理局董事局批准，諮詢會主席及一名成員獲委任，任期由2019年3月1日起生效。各成員代表不同社會界別，為諮詢會提供不同範疇的知識和經驗。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。諮詢會在報告年度內共舉行二次會議，藉以：(a) 匯報ACE(藝術、商業和展覽)和西九藝術家旅舍／公寓的最新進展；(b) 為社區參與活動如「中西繪本童樂@西九」等提供市場推廣支援；(c) 匯報已於2019年1月20日正式開幕的戲曲中心之發展進度；及(d) 匯報藝術公園和自由空間，以及青少年與社區的參與活動之最新進展。

諮詢會於2014年12月成立青少年與社區參與工作小組(工作小組)。主要目標是推展不同措施以增進青少年與社區人士了解西九項目，並制訂執行計劃。工作小組於報告年度內共舉行三次會議，制訂與區議會推展的社區參與項目計劃以及落實青少年參與計劃的方案。

## 商業租賃小組

商業租賃小組負責就西九文化區未來的零售、餐飲和消閒(RDE)設施與文化及創意產業之辦公室商業租賃策略及執行事宜向管理局提供意見。

商業租賃小組在報告年度舉行了六次會議並檢視準戶提交的租賃意向書、要約和建議書。年內，戲曲中心及藝術公園的餐飲、輕食店及零售店的租賃建議書獲商業租賃小組通過。

七個委員會、諮詢會及商業項目租賃小組的職權範圍請瀏覽西九網站 [www.westkowloon.hk](http://www.westkowloon.hk)。

## GOVERNANCE REPORT

### 管治報告

#### II) Membership List

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

###### CHAIRMAN 主席

The Honourable Henry TANG Ying-yen, GBM, GBS, JP  
唐英年先生，大紫荊勳賢，GBS, JP

#### 二) 成員名單

###### VICE-CHAIRMAN 副主席

The Honourable Ronald ARCULLI, GBM, GBS, JP  
夏佳理先生，大紫荊勳賢，GBS, JP

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

Mr Benjamin CHA Yiu-chung (since 23 October 2018)  
查耀中先生（任期由2018年10月23日起）

The Honourable Bernard Charnwut CHAN, GBS, JP  
陳智思議員，GBS, JP

Ir CHAN Chi-Chiu, SBS (since 23 October 2018)  
陳志超先生，SBS（任期由2018年10月23日起）

Dr Adrian CHENG Chi-kong, JP (until 22 October 2018)  
鄭志剛博士，JP（任期至2018年10月22日）

Mr Henry FAN Hung-ling, SBS, JP (since 23 October 2018)  
范鴻齡先生，SBS, JP（任期由2018年10月23日起）

Mr Glenn FOK (since 23 October 2018)  
霍經麟先生（任期由2018年10月23日起）

Dr FU Yuning (until 22 October 2018)  
傅育寧博士（任期至2018年10月22日）

Mr Wilson FUNG Ying-wai  
馮英偉先生

Ms Anita FUNG Yuen-mei, BBS, JP (until 22 October 2018)  
馮婉眉女士，BBS, JP（任期至2018年10月22日）

Mr Chris IP Ngo-tung, JP  
葉傲冬先生，JP

Dr KAN Tai-keung, SBS  
靳埭強博士，SBS

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

Ms Rose LEE Wai-mun, JP (since 23 October 2018)  
李慧敏女士，JP（任期由2018年10月23日起）

The Honourable Victor LO Chung-wing, GBM, GBS, JP  
(until 22 October 2018)  
羅仲榮先生，大紫荊勳賢，GBS, JP（任期至2018年10月22日）

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

The Honourable MA Fung-kiwok, SBS, JP (until 22 October 2018)  
馬逢國議員，SBS, JP（任期至2018年10月22日）

Miss Dee POON Chu-ying (since 23 October 2018)  
潘楚穎女士（任期由2018年10月23日起）

Ms Winnie TAM Wan-chi, SC, JP  
譚允芝女士，資深大律師，JP

Mr Philip TSAI Wing-chung, BBS, JP (until 22 October 2018)  
蔡永忠先生，BBS, JP（任期至2018年10月22日）

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

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

The Honourable LAU Kong-wah, JP

Secretary for Home Affairs

民政事務局局长 劉江華先生, JP

Alternate 替補: Mrs Cherry TSE LING Kit-ching, JP

Permanent Secretary for Home Affairs

民政事務局常任秘書長 謝凌潔貞女士, JP

The Honourable Michael WONG Wai-lun, JP

Secretary for Development

發展局局长 黃偉綸先生, JP

Alternate替補: Mr LIU Chun-san, JP

Under Secretary for Development

發展局副局長 廖振新先生, JP

Mr HON Chi-keung, GBS, JP (until 12 October 2018)

Permanent Secretary for Development (Works)

發展局常任秘書長 (工務) 韓志強先生, GBS, JP

(任期至2018年10月12日)

Mr LAM Sai-hung, JP (since 13 October 2018)

Permanent Secretary for Development (Works)

發展局常任秘書長 (工務) 林世雄先生, JP

(任期由2018年10月13日起)

The Honourable James Henry LAU Jr, JP

Secretary for Financial Services and the Treasury

財經事務及庫務局局长 劉怡翔先生, JP

Alternate替補: Mr Joseph CHAN Ho-lim

Under Secretary for Financial Services and the Treasury

財經事務及庫務局副局長 陳浩濂先生

**EX-OFFICIO MEMBER 當然成員**

Mr Duncan PESCOD, GBS, JP

Chief Executive Officer, WKCD

西九文化區管理局行政總裁 栢志高先生, GBS, JP



## GOVERNANCE REPORT

### 管治報告

#### 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，大紫荊勳賢, GBS, JP

#### MEMBERS 成員

##### Board Members 董事局成員

The Honourable Bernard Charnwut CHAN, GBS, JP  
(since 20 April 2018)  
Chairman of the Board of Hong Kong Palace Museum Limited  
陳智思議員, GBS, JP  
(任期由2018年4月20日起)  
香港故宮文化博物館有限公司董事局主席

Mr Henry FAN Hung-ling, SBS, JP (since 15 November 2018)  
Chairman of the Public Private Partnership Projects Committee  
(since 19 February 2019)  
Chairman of the Remuneration Committee  
(since 15 November 2018)  
范鴻齡先生, SBS, JP (任期由2018年11月15日起)  
公私營合作項目委員會主席 (任期由2019年2月19日起)  
薪酬委員會主席 (任期由2018年11月15日起)

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

Mr Philip TSAI Wing-chung, BBS, JP (until 22 October 2018)  
Chairman of the Board of M Plus Collections Limited  
Chairman of the Remuneration Committee (until 22 October 2018)  
蔡永忠先生, BBS, JP (任期至2018年10月22日)  
M Plus Collections Limited 董事局主席  
薪酬委員會主席 (任期至2018年10月22日)

Mr WAN Man-ye, BBS, JP  
Chairman of the Performing Arts Committee  
溫文儀先生, BBS, JP  
表演藝術委員會主席

Mr Duncan PESCOD, GBS, JP  
Chief Executive Officer, WKCD  
Chairman of the Board of Blue Poles Limited  
栢志高先生, GBS, JP  
西九文化區管理局行政總裁  
Blue Poles Limited 董事局主席

##### Non-Board Members 非董事局成員

The Honourable Victor LO Chung-wing, GBM, GBS, JP  
Chairman of the Board of Directors of M Plus Museum Limited  
Chairman of the M Plus Acquisitions Committee  
羅仲榮先生，大紫荊勳賢, GBS, JP  
M Plus Museum Limited 董事局主席  
M+購藏委員會主席

##### Public Officers 公職人員

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

**Development Committee****發展委員會****CHAIRMAN 主席**

The Honourable Ronald ARCULLI, GBM, GBS, JP

夏佳理先生，大紫荊勳賢，GBS, JP

**VICE-CHAIRMAN 副主席**

The Honourable Bernard Charnwut CHAN, GBS, JP

(until 1 June 2018)

陳智思議員，GBS, JP (任期至2018年6月1日)

**MEMBERS 成員**Board Members 董事局成員

Ir CHAN Chi-chiu, SBS

陳志超先生, SBS

Dr FU Yuning (until 23 October 2018)

傅育寧博士 (任期至2018年10月23日)

Mr Chris IP Ngo-tung, JP

葉傲冬先生, JP

The Honourable Victor LO Chung-wing, GBM, GBS, JP

(until 23 October 2018)

羅仲榮先生，大紫荊勳賢，GBS, JP

(任期至2018年10月23日)

Dr the Honourable LO Wai-Kwok, SBS, MH, JP

盧偉國議員, SBS, MH, JP

Mr WAN Man-yee, BBS, JP

溫文儀先生, BBS, JP

Non-Board Members 非董事局成員

Ir Raymond CHAN Kin-sek, BBS (until 27 August 2018)

陳健碩先生, BBS (任期至2018年8月27日)

Prof Raymond FUNG Wing-kee, JP

馮永基教授, JP

Mr Christopher LAW, JP

羅健中先生, JP

Mrs Sorais LEE KWAN Siu-kuen, JP (since 1 January 2019)

李關小娟女士, JP (任期由2019年1月1日起)

Prof Edward NG Yan-yung (until 23 October 2018)

吳恩融教授 (任期至2018年10月23日)

Prof 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 the Office of the Government Chief Information Officer

政府資訊科技總監辦公室代表

## GOVERNANCE REPORT

### 管治報告

#### Performing Arts Committee

##### 表演藝術委員會

##### CHAIRMAN 主席

Mr WAN Man-ye, BBS, JP

溫文儀先生, BBS, JP

#### MEMBERS 成員

##### Board Members 董事局成員

The Honourable Bernard Charnwut CHAN, GBS, JP  
(until 31 May 2018)

陳智思議員, GBS, JP (任期至2018年5月31日)

Mr Wilson FUNG Ying-Wai

馮英偉先生

Ms Anita FUNG Yuen-mei, BBS, JP (until 22 October 2018)

馮婉眉女士, BBS, JP (任期至2018年10月22日)

Mr Chris IP Ngo-tung, JP

葉傲冬先生, JP

The Honourable MA Fung-kwok, SBS, JP (until 22 October 2018)

馬逢國議員, SBS, JP (任期至2018年10月22日)

Ms Winnie TAM Wan-chi, SC, JP

譚允芝女士, 資深大律師, JP

Mr Glenn FOK (since 15 November 2018)

霍經麟先生 (任期由2018年11月15日起)

Miss Dee POON Chu-ying (since 15 November 2018)

潘楚穎女士 (任期由2018年11月15日起)

##### 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 Winsome CHOW

周蕙心女士

Ms Tisa HO Kar-kuan

何嘉坤女士

Dr Fung LAM

林丰博士

Ms Stella LAU Yin-ling

劉燕玲女士

Ms Yolanda NG Yuen-ting, MH

伍婉婷女士, MH

Dr Liza WANG Ming-chun, SBS (until 31 December 2018)

汪明荃博士, SBS (任期至2018年12月31日)

Dr Elvin WONG Chi-chung (until 31 December 2018)

黃志淙博士 (任期至2018年12月31日)

Dr Frankie YEUNG Wai-shing, BBS, MH, JP

楊偉誠博士, BBS, MH, JP

Mr SE-TO Yok (LOONG Koon-tin), MH (since 1 January 2019)

司徒旭(龍貫天)先生, MH (任期由2019年1月1日起)

##### Public Officers 公職人員

Representative from Home Affairs Bureau

民政事務局代表

Representative from Leisure and Cultural Services Department

康樂及文化事務署代表

**Xiqu Centre Advisory Panel****戲曲中心顧問小組****CHAIRMAN 主席**

Dr Frankie YEUNG Wai-shing, BBS, MH, JP

楊偉誠博士, BBS, MH, JP

**MEMBERS 成員**

Dr Estella CHAM LAI Suk-ching

湛黎淑貞博士

Prof Andrew CHAN Chi-fai, SBS, JP

陳志輝教授, SBS, JP

Mrs Eva CHENG LI Kam-fun, JP

鄭李錦芬女士, JP

Miss Candice LEUNG Wai-yee

梁慧怡女士

Mr Danny LI Chi-kei

李奇峰先生

Mr WAN Man-yee, BBS, JP

溫文儀先生, BBS, JP

Dr Liza WANG Ming-chun, SBS

汪明荃博士, SBS

Prof YU Siu Wah, JP

余少華教授, JP

Mr YUEN Siu Fai, BBS, BH

阮兆輝先生, BBS, BH

Mr Danny YUNG Ning-tsun (until 4 October 2018)

榮念曾先生 (任期至2018年10月4日)

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

Executive Director, Performing Arts, WKCD

西九文化區管理局表演藝術行政總監

Artistic Director, Performing Arts, WKCD

西九文化區管理局表演藝術總監

Remarks: The term of office of the above members expired on 31 December 2018. The new term of office of the Xiqu Centre Advisory Panel started on 1 April 2019.

註：以上小組成員的任期在2018年12月31日結束。新一屆顧問小組於2019年4月1日上任。

## GOVERNANCE REPORT

### 管治報告

#### Remuneration Committee

##### 薪酬委員會

##### CHAIRMAN 主席

Mr Henry FAN Hung-ling, SBS, JP (since 15 November 2018)  
范鴻齡先生, SBS, JP (任期由2018年11月15日起)

Mr Philip TSAI Wing-chung, BBS, JP (until 22 October 2018)  
蔡永忠先生, BBS, JP (任期至2018年10月22日)

#### MEMBERS 成員

##### Board Members 董事局成員

The Honourable Ronald ARCULLI, GBM, GBS, JP  
夏佳理先生，大紫荊勳賢, GBS, JP

Ms Winnie TAM Wan-chi, SC, JP (until 22 October 2018)  
譚允芝女士，資深大律師, JP (任期至2018年10月22日)

##### Non-Board Members 非董事局成員

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

Mr Li Yun-tai  
李殷泰先生

Mrs Eleanor LING LEE Ching-man, SBS, JP (since 1 January 2019)  
林李靜文女士, SBS, JP (任期由2019年1月1日起)

##### Public Officers 公職人員

Representative from Home Affairs Bureau  
民政事務局代表

#### Investment Committee

##### 投資委員會

##### CHAIRMAN 主席

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

#### MEMBERS 成員

##### Board Members 董事局成員

The Honourable Ronald ARCULLI, GBM, GBS, JP  
(since 15 November 2018)  
夏佳理先生，大紫荊勳賢, GBS, JP (任期由2018年11月15日起)

Mr Glenn FOK  
霍經麟先生

Dr FU Yuning (until 22 October 2018)  
傅育寧博士 (任期至2018年10月22日)

Ms Rose LEE Wai-mun, JP (since 15 November 2018)  
李慧敏女士, JP (任期由2018年11月15日起)

##### Non-Board Members 非董事局成員

Mr Clifford K CHIU  
邱令智先生

Dr CHUA Sue-wan  
蔡思遠博士

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



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

Mr Wilson FUNG Ying-wai

馮英偉先生

---

**MEMBERS 成員****Board Members 董事局成員**

Dr the Honourable LO Wai-Kwok, SBS, MH, JP

盧偉國議員, SBS, MH, JP

**Non-Board Members 非董事局成員**

Mr Clement CHAN Kam-wing

陳錦榮先生

Mr LI Kwok-tso, SBS

李國楚先生, SBS

Ms Sandy WONG Hang-yee, JP

黃幸怡女士, JP

Mr Franklin YU

余烽立先生

Dr Carlye TSUI Wai-ling, BBS, MBE, JP (since 1 January 2019)

徐尉玲博士, BBS, MBE, JP (任期由2019年1月1日起)

## GOVERNANCE REPORT

### 管治報告

#### Public Private Partnership Projects Committee

##### 公私營合作項目委員會

##### CHAIRMAN 主席

Mr Henry FAN Hung-ling, SBS, JP (since 19 February 2019)  
范鴻齡先生, SBS, JP (任期由2019年2月19日起)

##### DEPUTY CHAIRMAN 副主席

Mr Duncan PESCOD, GBS, JP (since 19 February 2019)  
Chief Executive Officer, WKCD  
栢志高先生, GBS, JP (任期由2019年2月19日起)  
西九文化區管理局行政總裁

##### MEMBERS 成員

###### Board Members 董事局成員

Mr Benjamin CHA Yiu-chung (since 19 February 2019)  
查耀中先生 (任期由2019年2月19日起)

Ir CHAN Chi-chiu, SBS (since 19 February 2019)  
陳志超先生, SBS (任期由2019年2月19日起)

Mr Glenn FOK (since 19 February 2019)  
霍經麟先生 (任期由2019年2月19日起)

Mr Chris IP Ngo-tung, JP (since 19 February 2019)  
葉傲冬先生, JP (任期由2019年2月19日起)

Mr WAN Man-ye, BBS, JP (since 19 February 2019)  
溫文儀先生, BBS, JP (任期由2019年2月19日起)

###### Non-Board Members 非董事局成員

Mr David AU Ho-cheung (since 19 February 2019)  
區浩章先生 (任期由2019年2月19日起)

Mr Vernon Francis MOORE, BBS (since 19 February 2019)  
莫偉龍先生, BBS (任期由2019年2月19日起)

Mr David TANG Chi-Fai (since 6 March 2019)  
鄧智輝先生 (任期由2019年3月6日起)

###### Substitute Members 替補成員

Mr Leo KUNG Lin-cheng, GBS, JP (since 19 February 2019)  
孔令成先生, GBS, JP (任期由2019年2月19日起)

Ms Rose LEE Wai-mum, JP (since 19 February 2019)  
李慧敏女士, JP (任期由2019年2月19日起)

Dr the Honourable LO Wai-kwok, SBS, MH, JP (since 19 February 2019)  
盧偉國議員, SBS, MH, JP (任期由2019年2月19日起)

Ms Winnie TAM Wan-chi, SC, JP (since 19 February 2019)  
譚允芝女士, 資深大律師, JP (任期由2019年2月19日起)

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

Prof John LEONG Chi-yan, SBS, JP (until 28 February 2019)

梁智仁教授, SBS, JP (任期至2019年2月28日)

Dr Rosanna WONG Yick-ming, DBE, JP (since 1 March 2019)

王荔鳴博士, DBE, JP (任期由2019年3月1日起)

**MEMBERS 成員****Board Members 董事局成員**

The Honourable Ronald ARCULLI, GBM, GBS, JP

夏佳理先生，大紫荊勳賢, GBS, JP

Mr Chris IP Ngo-tung, JP

葉傲冬先生, JP

**Non-Board Members 非董事局成員**

Mr Henry CHAN Chi-chiu, MH, JP

陳志超先生, MH, JP

Ms Mimi CHEUNG Yee-may

張漪薇女士

Mr Christopher Wicky CHEUNG

張士宗先生

Mr CHING Cheung-ying, MH

程張迎先生, MH

Mr CHOW Yick-hay, BBS, JP

周奕希先生, BBS, JP

Prof Derek COLLINS (since 1 March 2019)

孔立德教授 (任期由2019年3月1日起)

Ms Anita GIDUMAL

Anita GIDUMAL女士

Mr Andy HO Wing-cheong

何永昌先生

Prof Lena LEE

李瑩教授

Mr Wyborn LEUNG Wai-hong

梁煒康先生

Ms Yolanda NG Yuen-ting, MH

伍婉婷女士, MH

Mr Kyru SIU King-wai

蕭景威先生

Mr TANG Shu-wing (until 28 February 2019)

鄧樹榮先生 (任期至2019年2月28日)

Mr Jason WONG Chun-tat, JP

黃進達先生, JP

Prof Eric YIM Chi-ming, JP (until 28 February 2019)

嚴志明教授, JP (任期至2019年2月28日)

## GOVERNANCE REPORT

### 管治報告

#### Commercial Letting Panel

##### 商業項目租賃小組

#### CHAIRMAN 主席

Dr the Honourable Allan ZEMAN, GBM, GBS, JP

盛智文博士，大紫荊勳賢，GBS, JP

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#### MEMBERS 成員

##### Board Members 董事局成員

Miss Dee POON Chu-ying (since 1 January 2019)

潘楚穎女士(任期由2019年1月1日起)

##### Non-Board Members 非董事局成員

The Honourable Victor LO Chung-wing, GBM, GBS, JP

羅仲榮先生，大紫荊勳賢，GBS, JP

Mr Andrew LAM Siu-lo, JP

林筱魯先生, JP

Mr Paulo PONG Kin-yee

龐建貽先生

##### Representatives from WKCDA/Ex-Officio Members

##### 西九文化區管理局代表／當然成員

Dr William CHAN

Chief Operating Officer, WKCDA (until 19 June 2019)

Chief Commercial Officer, WKCDA (since 8 August 2019)

陳惠明博士

西九文化區管理局營運總裁(任期至2019年6月19日)

西九文化區管理局首席商務總監(任期由2019年8月8日起)

Mr Christian WRIGHT (until 11 June 2019)

General Manager, Commercial, WKCDA

韋基信先生(任期至2019年6月11日)

西九文化區管理局商務總監

## C. SUBSIDIARIES

### I) Functions and Conduct of Business

Five active subsidiaries – M Plus Museum Limited, M Plus Collections Limited, Hong Kong Palace Museum Limited, West Kowloon Cultural District Foundation Limited, and Blue Poles Limited – have been established under WKCD.

The Articles of Association of the subsidiaries define, among other things, the general powers, authority and modus operandi of the respective boards. The subsidiaries also generally follow the Standing Orders and Code of Conduct adopted by the Board in conducting their business.

#### M Plus Museum Limited

The Board of Directors of M Plus Museum Limited (the M+ Board) formulates the vision and mission, as well as the strategies, policies and guidelines in relation to museological matters and professional standards of operation for the museum. The Acquisitions Committee operates under the M+ Board; its principal function is to review, approve and make recommendations to the M+ Board and the WKCD Board on matters relating to acquisitions by M+.

The M+ Board met six times in 2018/19. During the meetings, the M+ Board reviewed the M+ Public Art and Design Policy, and discussed the concepts and implementation strategy for M+'s food and beverage (F&B) areas, as proposed by the F&B consultant; the overall digital strategy of M+; cooperation between the Power Station of Art in Shanghai and M+; the final retail interior design of the museum; the M+ Development Plan and the strategy for achieving its fundraising objective; and the proposed policy and guidelines for partial sponsorship of M+.

## 丙. 附屬公司

### 一) 職能及運作

管理局下設五家活躍的附屬公司，分別為M Plus Museum Limited、M Plus Collections Limited、香港故宮文化博物館有限公司、西九文化區基金會有限公司及Blue Poles Limited。

附屬公司的章程訂定包括其各自董事局的一般權限、權力和運作方式等事項。這些附屬公司一般亦根據董事局採納的《會議常規》及《行為守則》以履行其各自的職務。

#### M Plus Museum Limited

M Plus Museum Limited的董事局(M+董事局)為M+博物館定出願景和使命，並就有關博物館各項事宜及其專業營運標準擬訂策略、政策和指引。購藏委員會隸屬於M+董事局，其主要職能為審視和批核M+的購藏，並就有關M+購藏的事宜向M+董事局和西九文化區管理局董事局提供建議。

M+董事局於2018/19年度共舉行六次會議。M+董事局在這些會議上檢討了M+公共藝術及設計政策，並討論了餐飲顧問建議的M+餐飲區概念及實施策略、M+整體數碼資訊科技策略、上海當代藝術館與M+的合作、博物館零售設施的最終內部設計、M+拓展計劃及達致其籌款目標的策略，以及就向M+提供部分贊助而擬定的政策與指引。



## GOVERNANCE REPORT

### 管治報告

The M+ Board considered and endorsed or approved various proposals, including proposed amendments to the M+ Acquisition Policy; the open tender exercise to engage a contractor for the design and development of a new website for M+; the procurement approach for the tendering of the outsourced security management services for the museum; the proposed leasing guidelines for the other arts and cultural facilities in the M+ Building; the procurement strategy to source specialised fine art services for the consolidation and shipment of the M+ Sigg Collection to Hong Kong; the award of contracts for the common storage facilities and the procurement proposal for the private storage, conservation and archival facility services for the M+ Collections in Hong Kong; an acquisition proposal recommended by the Acquisitions Committee; the appointment of the Acquisitions Committee Chairman, Vice Chairman and Members; the 2019/20 Business Plan and 2019/22 Corporate Plan of M+; and the audited statements of accounts of M+ for the year ended 31 March 2018.

The M+ Board received regular reports on the acquisitions for the M+ Collections; outgoing loans of the M+ Collections; the latest M+ developments, including its programmes and activities; the construction progress of the M+ Building and the Conservation and Storage Facility; the manpower plan; financial updates; and the use of the Common Seal of M Plus Museum Limited. It also received the annual analysis of the M+ Collections and updates on the progress of setting up the M+ American Friends Foundation; the development of the Donation and Sponsorship Guidelines; M+ opening displays and programmes; the major exhibition programme for 2022; the project plan and the budget for the Hong Kong presentation at the 58th Venice Art Biennale in 2019, co-presented by M+ and the Hong Kong Arts Development Council; the establishment of the Sigg Prize; and the M+ brand development project.

The Acquisitions Committee held five meetings in 2018/19, in which it received regular updates on the acquisition budget, and considered and endorsed or approved acquisition proposals for the M+ Collections and other acquisition-related issues. Reports on the acquisitions approved by the Museum Director, M+, and the Acquisitions Committee were presented to the M+ Board and WKCD Board on a regular basis.

M+董事局亦審議並通過或批准了多項建議，包括M+購藏政策的修訂建議；聘請承辦商設計與開發M+新網站的公開招標；博物館外判保安管理服務招標採購方法、M+大樓的其他文化藝術設施的租賃指引建議；就M+希克藏品合併及運至香港所需的藝術品專業處理服務進行採購的策略；香港M+藏品共同儲存設施合約及M+專用儲存、修復和檔案文獻設施的採購建議；購藏委員會提出的收藏建議；委任購藏委員會主席、副主席及成員；M+的2019/20年度業務計劃和2019/22年度企業計劃；以及截至2018年3月31日止之年度的M+經審計帳目報表。

M+董事局定期聽取報告，備悉M+藏品系列的收藏與外借情況，以及M+其他方面的最新發展，包括其節目及活動、M+大樓與修復保管中心興建進度、人力資源計劃、最新財務狀況，以及M Plus Museum Limited法團印章的使用。其他M+董事局亦聽取了報告的事項包括：M+藏品系列的年度分析、成立M+ American Friends Foundation的最新進展、制訂捐贈及贊助指引的情況、M+開幕展覽及節目、2022年度重要展覽節目、M+與香港藝術發展局合作代表香港參加2019年「第58屆威尼斯雙年展」的項目計劃及預算、設立希克獎，以及M+的品牌發展計劃。

購藏委員會於2018/19年度共舉行五次會議，定期聽取報告，備悉購藏預算的最新資料，並審議和通過或批准多項M+藏品的收藏建議，以及其他與收藏相關之事宜。M+博物館館長及購藏委員會就其核准的收藏，定期向M+董事局及西九文化區管理局董事局匯報。

### M Plus Collections Limited

M Plus Collections Limited was incorporated on 12 August 2016 as a wholly owned subsidiary of WKCD. To act as the Trustee of M+ Collections Trust (the Trust). Under the Trust Deed made on 28 March 2017 by WKCD, M Plus Collections Limited, as the Trustee, holds the legal interest in the Museum Collections for the benefit of the Hong Kong community. M Plus Collections Limited engaged M Plus Museum Limited to manage the Museum Collections on a day-to-day basis, while M Plus Collections Limited provides oversight of the Museum Collections through an annual audit.

The Board of M Plus Collections Limited (the M+ Collections Board) held two meetings in 2018/19, in which the M+ Collections Board noted finance updates, the report on collection activities, the report on conservation activities, and the development of M+ Digital. It also approved the Directors' Report and Audited Statement of Accounts of M Plus Collections Limited for 2017/18; and the Trustee's Report and Audited Statement of Accounts of the Trust for 2017/18 through paper circulation.

### Hong Kong Palace Museum Limited

Hong Kong Palace Museum Limited is a wholly-owned subsidiary of WKCD. The Board of Directors of Hong Kong Palace Museum Limited (the HKPM Board) is responsible for formulating the vision and mission, as well as strategies, policies and guidelines in relation to curatorial matters, professional standards and the operation of the Hong Kong Palace Museum (HKPM). HKPM is dedicated to promote understanding and appreciation of Chinese art and culture through its research, exhibitions and education programmes. Through showcasing precious artefacts from the imperial collections of the Palace Museum with an inter-disciplinary curatorial approach from a Hong Kong perspective and with a global vision, along with extensive collaboration with other museums, HKPM aims to strengthen Hong Kong's position as one of the world's leading cultural metropolises.

In 2018/19, the HKPM Board held three meetings, in which it approved the Management and Administrative Services Agreement with WKCD, and the Vision, Mission and Values Statements of HKPM, and endorsed the Business Plan (2019/20) and Corporate Plan (2019/22) of HKPM for approval by WKCD. It also noted the exhibition development and planning, and the human resource planning of HKPM. The HKPM Board approved the Directors' Report and the Audited Statement of Accounts for the period from 30 November 2017 (date of incorporation) to 31 March 2018 through paper circulation.

### M Plus Collections Limited

西九文化區管理局於2016年8月12日註冊成立全資附屬公司M Plus Collections Limited，以作為M+藏品信託(信託)的受託人。根據管理局於2017年3月28日訂立的信託契約，M Plus Collections Limited作為受託人持有博物館藏品的法定權益，以保障香港社會的利益。M Plus Collections Limited已聘用M Plus Museum Limited負責博物館藏品的日常管理，並透過年度審計監察博物館藏品。

M Plus Collections Limited董事局(M+ Collections董事局)於2018/19年度舉行兩次會議。在會議上，M+ Collections董事局備悉最新財務狀況、藏品活動報告、保護活動報告和M+ Digital的最新發展。M+ Collections董事局亦透過傳閱方式審批了M Plus Collections Limited的2017/18年度的董事局報告和經審計帳目報表；及信託的2017/18年度的受託人報告和經審計帳目報表。

### 香港故宮文化博物館有限公司

香港故宮文化博物館有限公司為西九文化區管理局全資擁有的附屬公司。香港故宮文化博物館有限公司董事局(HKPM董事局)負責訂定香港故宮文化博物館的願景和使命，及為該博物館的策展事宜、專業水平和營運制訂策略、政策和指引。香港故宮文化博物館致力透過研究、展覽及教育，推動公眾了解及欣賞中國藝術和文化。博物館將透過香港角度結合環球視野，以跨學科的策展方式展示故宮博物院收藏的珍貴文物，以及與其他博物館同業進行的廣泛合作，以鞏固香港作為世界文化大都會之一的領先地位。

HKPM董事局於2018/19年度共舉行三次會議。在這三次會議上，HKPM董事局批准了與管理局訂立的管理及行政服務協議，及香港故宮文化博物館的願景、使命及信念，並通過2019/20年度業務計劃及2019/22年度企業計劃以提呈管理局審批。HKPM董事局亦備悉香港故宮文化博物館的展覽發展及策劃及人力資源規劃，並透過傳閱文件的方式批准了2017年11月30日(成立日期)至2018年3月31日止期間的董事局報告書及經審計帳目報表。

## GOVERNANCE REPORT

### 管治報告

#### West Kowloon Cultural District Foundation Limited

West Kowloon Cultural District Foundation Limited (the Foundation) was established on 30 January 2019. The Foundation was set up to receive charitable donations to WKCD and its subsidiaries. It obtained charitable status under section 88 of the Inland Revenue Ordinance. The WKCD Board sets the overall policies for the governance of the Foundation and the overall strategic direction for fundraising for the Authority, while the Foundation Board's role is:

- to formulate strategies, policies and guidelines in relation to the operations of fundraising and related activities across all areas of WKCD;
- to ensure professional standards of development operations;
- to delegate key functions to relevant departments of WKCD, such as fundraising, gift processing and donor management to the Development Department, and financial management to the Finance Department;
- to be responsible for the receipt, investment (if necessary) and allocation of donated funds; and
- to ensure that the donated funds are used in accordance with the purposes for which they were donated.

The Foundation Board held its first meeting on 25 February 2019.

#### Blue Poles Limited

Blue Poles Limited is a wholly-owned subsidiary of WKCD and was incorporated to become the employer of a replacement contractor and to complete the construction of WKCD's M+ Museum project in the event the original main contractor was unable to complete the works.

The original main contractor's employment under the main works contract for the M+ Museum project was terminated on 17 August 2018, and Blue Poles Limited assumed responsibility for the completion of the construction of the M+ Museum project from 18 August 2018.

#### 西九文化區基金會有限公司

西九文化區基金會有限公司(基金會)成立於2019年1月30日成立。基金會的成立旨在收取給予西九文化區管理局及其附屬公司的慈善捐款，並根據《稅務條例》第88條取得慈善機構身份。管理局董事局制訂了基金會管治的整體政策及管理局籌款的整體策略方向，基金會董事局的職責如下：

- 制訂管理局各類籌款活動及相關活動的策略、政策和指引；
- 確保發展營運達專業水平；
- 委託管理局的相關部門履行其重要職能，如拓展部負責籌款、捐款處理和捐款人管理，及財務部負責財務管理；
- 安排捐款收據、投資(如若必要)和配置；及
- 確保捐款按照捐贈目的使用。

基金會董事局於2019年2月25日舉行了首次會議。

#### Blue Poles Limited

Blue Poles Limited是西九文化區管理局的全資附屬公司，註冊成立以作為替代承建商的僱主，負責在原有主要工程合約承建商無法完成工程的情況下完成管理局的M+博物館項目的建築工程。

按M+博物館項目主要工程合約聘用的原有主要承建商於2018年8月17日終止，而Blue Poles Limited由2018年8月18日起，承接完成M+博物館項目的建築工程的責任。

**II) Membership List****Board of Directors of M Plus Museum Limited  
M Plus Museum Limited董事局****CHAIRMAN 主席**

The Honourable Victor LO Chung-wing, GBM, GBS, JP  
羅仲榮先生，大紫荊勳賢，GBS, JP

**二) 成員名單****VICE-CHAIRMAN 副主席**

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

**MEMBERS 成員**WKCD Board Members 西九文化區管理局董事局成員

Mr Benjamin CHA Yiu-chung  
查耀中先生

Mr Leo KUNG Lin-cheng, GBS, JP (until 22 October 2018)  
孔令成先生，GBS, JP (任期至2018年10月22日)

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

Non-WKCD Board Members 非西九文化區管理局董事局成員

Mr Nick ADAMUS (since 14 January 2019)  
Nick ADAMUS先生 (任期由2019年1月14日起)

Ms Mimi BROWN  
貝明湄女士

Ms Monique BURGER  
博萊妮女士

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

Ms Marissa FUNG SHAW  
馮詠愛女士

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

Ms Wendy LEE  
利宛虹女士

Ms Joan LEUNG Hing-yee (since 1 April 2018)  
梁慶儀女士 (任期由2018年4月1日起)

Prof LO Kai-yin, SBS  
羅啟妍教授，SBS

Mr Daryl NG Win-kong, JP  
黃永光先生，JP

Mr David PONG Chun-yee, JP  
龐俊怡先生，JP

Dr Uli SIGG  
烏利·希克博士

Ms Catherine YEN (since 14 January 2019)  
嚴嘉洵女士 (任期由2019年1月14日起)

**EX-OFFICIO MEMBERS 當然成員**

Mr Duncan PESCOD, GBS, JP  
Chief Executive Officer, WKCD  
栢志高先生，GBS, JP  
西九文化區管理局行政總裁

Ms Suhanya RAFFEL  
Museum Director, M+  
華安雅女士  
M+博物館館長

## GOVERNANCE REPORT

### 管治報告

#### Acquisitions Committee

##### 購藏委員會

#### CHAIRMAN 主席

The Honourable Victor LO Chung-wing, GBM, GBS, JP  
羅仲榮先生，大紫荊勳賢，GBS, JP

#### VICE-CHAIRMAN 副主席

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

#### MEMBERS 成員

##### M+ Board Members M+董事局成員

Ms Mimi BROWN  
貝明湄女士

Dr Adrian CHENG Chi-kong, JP (until 22 October 2018)  
鄭志剛博士, JP (任期至2018年10月22日)

Ms Claire HSU Man-kai  
徐文玠女士

Ms Wendy LEE  
利宛虹女士

Prof LO Kai-yin, SBS  
羅啟妍教授, SBS

Mr David PONG Chun-ye, JP  
龐俊怡先生, JP

Dr Uli SIGG  
烏利·希克博士

##### Non-M+ Board Members 非M+董事局成員

Ms Sabrina MY FUNG  
馮美瑩女士

Ms Ellen PAU  
鮑藹倫女士

#### Board of M Plus Collections Limited

##### M Plus Collections Limited董事局

#### CHAIRMAN 主席

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

#### MEMBERS 成員

Mr CHAN Shing-wai  
陳承緯先生

Prof David CLARKE  
祈大衛教授

Mr Davide ERRO  
Davide ERRO先生

Mr Douglas SO Cheung-tak, JP  
蘇彰德先生, JP



**Board of Directors of Hong Kong Palace Museum Limited**  
**香港故宮文化博物館有限公司董事局****CHAIRMAN 主席**

The Honourable Bernard Charnwut CHAN, GBS, JP  
陳智思議員, GBS, JP

**VICE-CHAIRMAN 副主席**

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

**MEMBERS 成員**WKCD Board Members 西九文化區管理局董事局成員

Mr Chris IP Ngo-tung, JP  
葉傲冬先生, JP

Dr KAN Tai-keung, SBS  
靳埭強博士, SBS

Non-WKCD Board Members 非西九文化區管理局董事局成員

Prof Raymond FUNG Wing-kee, JP  
馮永基教授, JP

Ms Florence HUI Hiu-fai, SBS (until 3 December 2018)  
許曉暉女士, SBS (任期至2018年12月3日)

Prof Peter LAM Yip-keung, MH  
林業強教授, MH

Mrs Nancy Maria LEE CHANG, JP  
利張錫齡女士, JP

Ms Nisa Bernice LEUNG Wing-yu, JP  
梁穎宇女士, JP

The Honourable Martin LIAO Cheung-kong, SBS, JP  
(since 1 April 2019)  
廖長江議員, SBS, JP (任期由2019年4月1日起)

Mr LOU Wei (since 23 April 2018)  
婁璋先生 (任期由2018年4月23日起)

Prof Harold MOK Kar-leung  
莫家良教授

The Honourable Robert TANG Ching, GBM, SBS, JP  
(since 1 April 2019)  
鄧鎮先生，大紫荊勳賢, SBS, JP (任期由2019年4月1日起)

Prof Joseph TING Sun-pao  
丁新豹教授

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

Mrs Betty FUNG CHING Suk-ye, JP (until 2 April 2018)  
馮程淑儀女士, JP (任期至2018年4月2日)

Permanent Secretary for Home Affairs  
民政事務局常任秘書長

Alternate 替補: Mrs Angelina CHEUNG FUNG Wing-ping, JP  
(until 2 April 2018)  
Deputy Secretary for Home Affairs (2)  
張馮泳萍女士, JP  
(任期至2018年4月2日)  
民政事務局副秘書長(2)

Mrs Cherry TSE LING Kit-ching, JP  
(since 23 April 2018)  
Permanent Secretary for Home Affairs  
謝凌潔貞女士, JP (任期由2018年4月23日起)  
民政事務局常任秘書長

Alternate 替補: Mrs Angelina CHEUNG FUNG Wing-ping, JP  
Deputy Secretary for Home Affairs (2)  
(since 23 April 2018)  
張馮泳萍女士, JP  
(任期由2018年4月23日起)  
民政事務局副秘書長(2)  
Ms Michelle LI Mei-sheung, JP  
Director of Leisure and Cultural Services  
李美嫦女士, JP  
康樂及文化事務署署長

Alternate 替補: Dr Louis NG Chi-wa, JP  
(until 15 August 2018)  
Deputy Director of Leisure and Cultural  
Services (Culture)  
吳志華博士, JP (任期至2018年8月15日)  
康樂及文化事務署副署長(文化)

**EX-OFFICIO MEMBER 當然成員**

Mr Duncan PESCOD, GBS, JP  
Chief Executive Officer, WKCD  
栢志高先生, GBS, JP  
西九文化區管理局行政總裁

## GOVERNANCE REPORT

### 管治報告

#### Board of West Kowloon Cultural District Foundation Limited

西九文化區基金會有限公司董事局

##### CHAIRMAN 主席

The Honourable Henry TANG Ying-yen, GBM, GBS, JP  
唐英年先生，大紫荊勳賢，GBS, JP

##### MEMBERS 成員

###### WKCD Board Members 西九文化區管理局董事局成員

The Honourable Bernard Charnwut CHAN, GBS, JP  
陳智思議員，GBS, JP

Mr Duncan PESCOD, GBS, JP  
Chief Executive Officer, WKCD  
栢志高先生，GBS, JP  
西九文化區管理局行政總裁

###### Non-WKCD Board Members 非西九文化區管理局董事局成員

The Honourable Victor LO Chung-wing, GBM, GBS, JP  
羅仲榮先生，大紫荊勳賢，GBS, JP

Dr Peter LAM Kin-ngok, GBS  
林建岳博士，GBS

#### Board of Blue Poles Limited Blue Poles Limited 董事局

##### CHAIRMAN 主席

Mr Duncan PESCOD, GBS, JP  
Chief Executive Officer, WKCD  
栢志高先生，GBS, JP  
西九文化區管理局行政總裁

##### MEMBERS 成員

###### WKCD Board Members 西九文化區管理局董事局成員

The Honourable Ronald ARCULLI, GBM, GBS, JP  
夏佳理先生，大紫荊勳賢，GBS, JP

Mr Leo KUNG Lin-cheng, GBS, JP (since 23 October 2019)  
孔令成先生，GBS, JP (任期至2018年10月23日)

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

Mr Henry FAN Hung-ling, SBS, JP (since 1 January 2019)  
范鴻齡先生，SBS, JP (任期由2019年1月1日起)

###### Non-WKCD Board Members 非管理局董事局成員

The Honourable Victor LO Chung-wing, GBM, GBS, JP  
羅仲榮先生，大紫荊勳賢，GBS, JP

Mr Philip TSAI Wing-chung, BBS, JP (until 23 October 2018)  
蔡永忠先生，BBS, JP (任期至2018年10月23日)