

# GOVERNANCE REPORT

## 管治報告

The Board and Senior Management  
董事局及高級管理層

Committees and Panels  
委員會、諮詢會及小組

Subsidiaries  
附屬公司

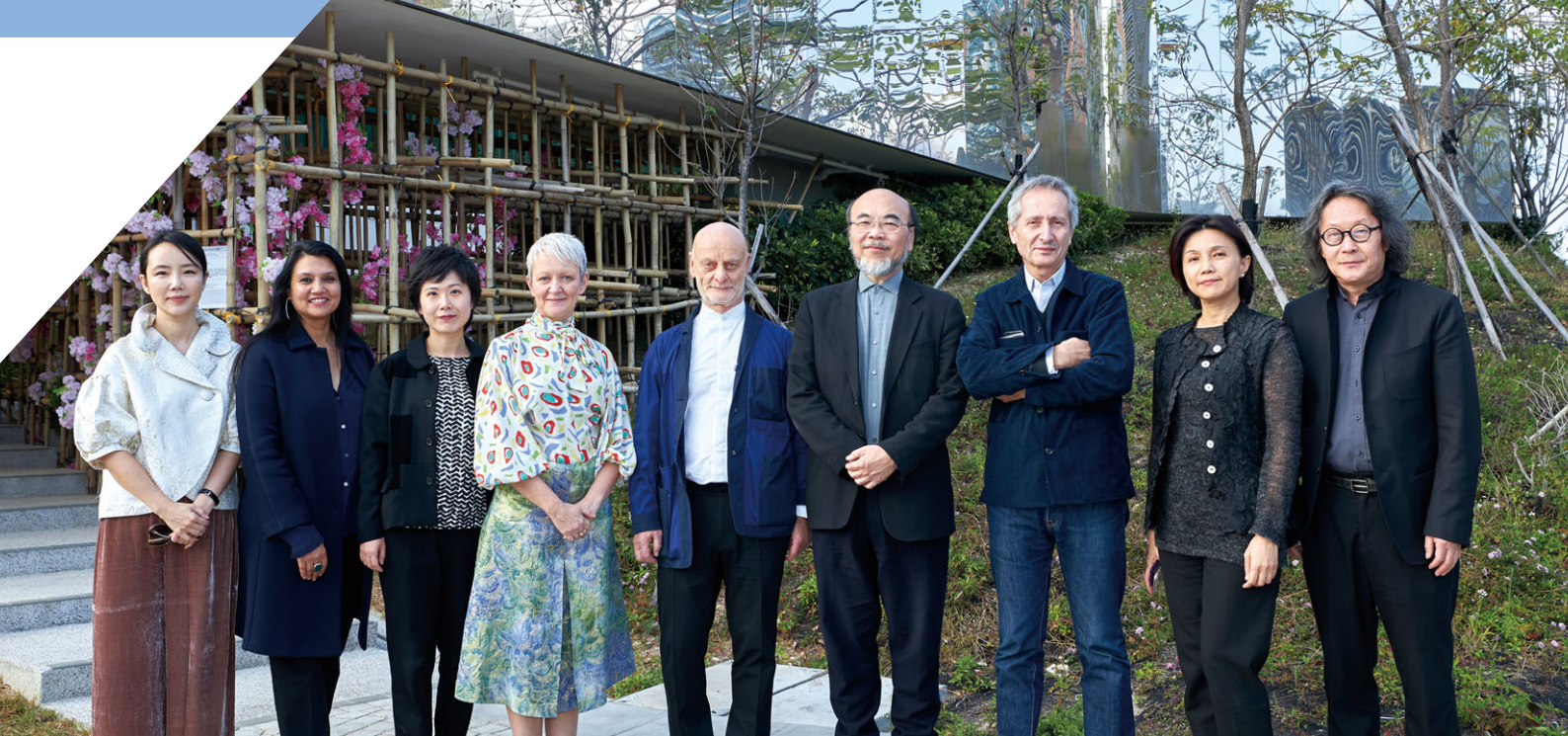


# FRE

香港故宫文化博物館  
Hong Kong Palace Museum  
westKowloon  
西九文化區







# FREESPACE 自由空間





# GOVERNANCE REPORT

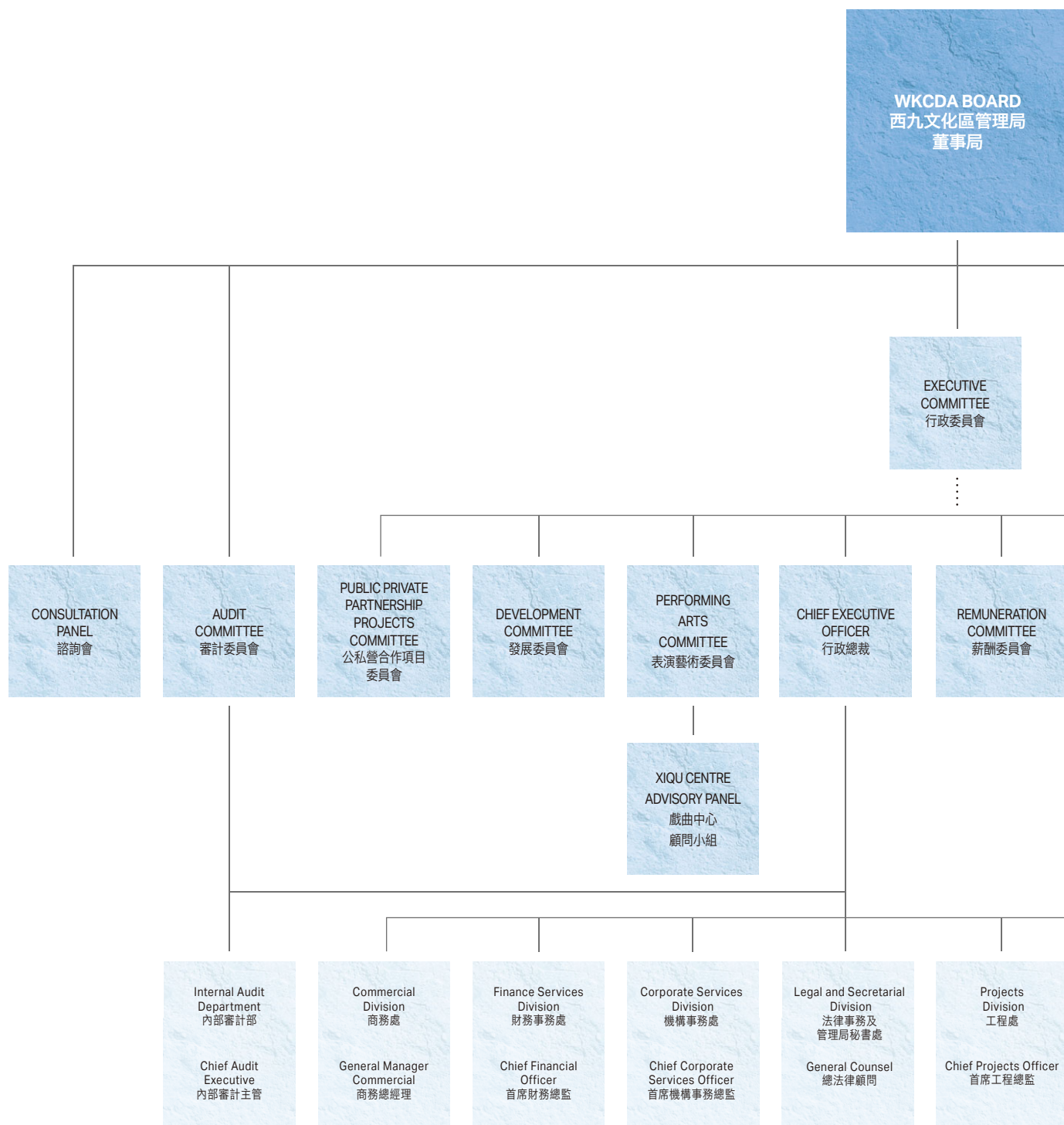
## 管治報告

### THE BOARD AND SENIOR MANAGEMENT

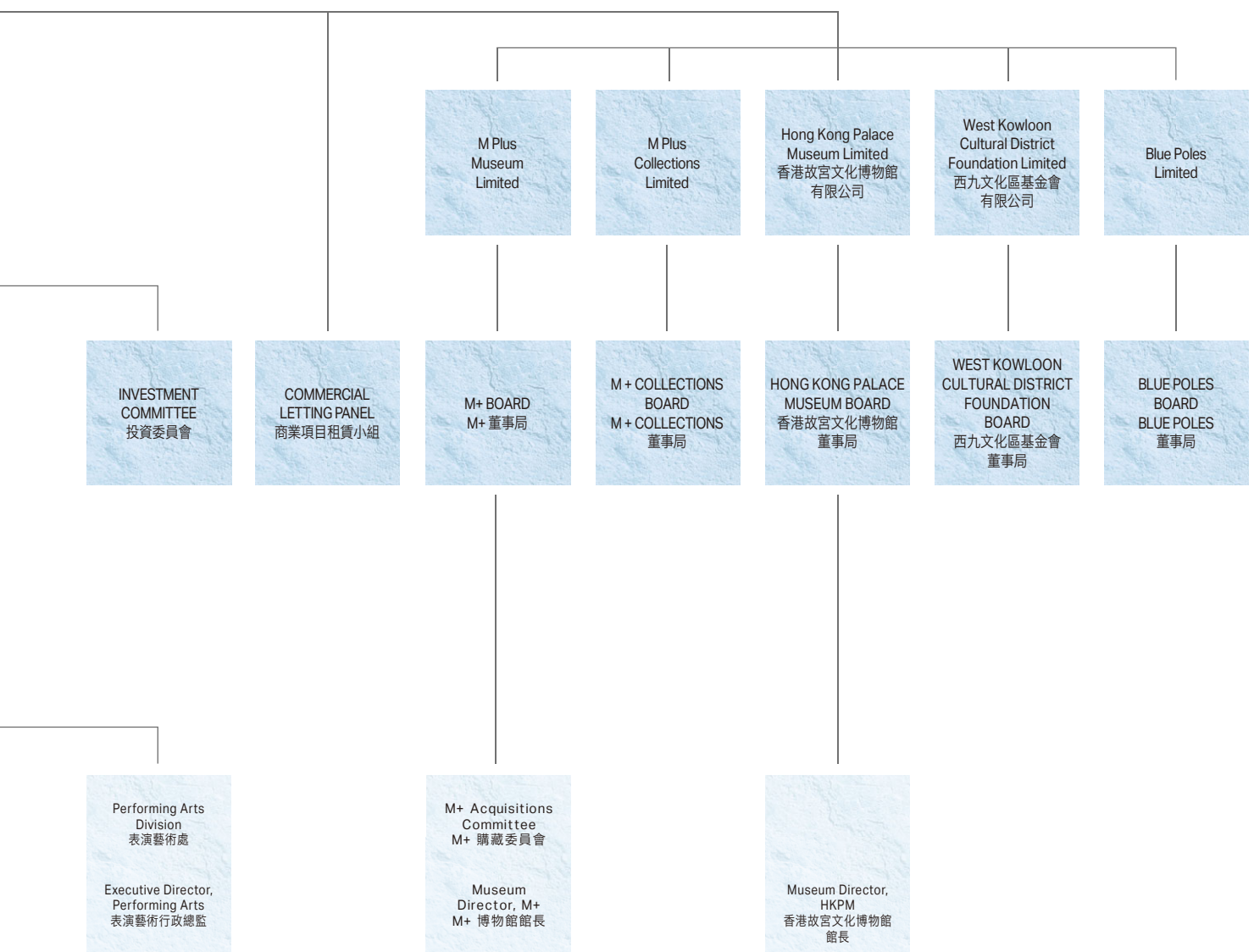
#### Structure of WKCDA

### 董事局及高級管理層

#### 管理局組織架構



## GOVERNANCE REPORT 管治報告



## GOVERNANCE REPORT

### 管治報告

#### 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 Administrative Region (the HKSAR) in October 2018. Mr Henry Tang Ying-yen was appointed by the Chief Executive 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 provides 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 adopts 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 the 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 additional major venues, there was an increase in the number of matters requiring Board approval. The Board's focus during the reporting year included:

- Matters relating to the operational readiness of the M+ building, Conservation and Storage Facility (CSF) and the WKCD Tower, such as testing and commissioning, statutory inspections and fitting-out works, security measures, facilities management, etc.;
- Formulation of admission and ticketing strategy for M+;
- Preparation for the construction of the Artist Square Bridge (ASB), remaining part of the Integrated Basement (IB) and various Public Infrastructure Works (PIW) that are necessary for the topside cultural and commercial developments in the District;
- Ongoing matters relating to the construction of the Lyric Theatre Complex (LTC) and the Art Park, as well as implementation strategy and project financing on the development of the Artist Hostel/Residence and the Art, Commerce and Exhibitions (ACE) projects; and
- Execution of the Land Grant, Memorandum and License Agreement of WKCD.

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

#### 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。隨着管理局繼續推展其發展計劃並為更多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。報告年度內，董事局的重點工作包括：

- 與即將開幕及運作的M+大樓、修復保管中心和西九文化區管理局大樓相關的準備事宜，例如測試及驗收、法定檢查、裝修工程、保安措施、場地設施管理等；
- 制定M+的入場和門票策略；
- 為藝術廣場天橋、綜合地庫餘下部分及各項公共基礎建設工程的建造作準備，作為發展西九文化區上蓋的文化和商業項目的先決條件；
- 與演藝綜合劇場和藝術公園建造相關及需持續處理的事宜，以及發展藝術家旅舍與藝術、商業和展覽項目的推行策略與融資計劃；及
- 簽立管理局的批地文件、備忘錄和許可協議。

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。

## Biographies of Current Board Members 現任董事局成員簡歷



### CHAIRMAN 主席

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

### Titles and other major offices 名銜和其他主要職務

- Standing Committee Member of the National Committee of the Chinese People's Political Consultative Conference  
全國政協常委
- Chairman of the Friends of Hong Kong Association  
香港友好協進會會長
- President of The Légion d'Honneur Club Hong Kong Chapter  
The Légion d'Honneur Club Hong Kong Chapter 主席
- Chairman of the Federation of HK Jiangsu Community Organisations  
香港江蘇社團總會會長
- Chairman of the Shanghai Tang Junyuan Education Foundation  
上海唐君遠教育基金會理事長

### Past experience 過往經驗

- |           |  |
|-----------|--|
| 1991–1997 | Member of the Legislative Council of Hong Kong<br>香港立法局議員                                    |
| 1997–1998 | Members of the Provisional Legislative Council of Hong Kong<br>香港臨時立法會議員                     |
| 1997–2011 | Member of the Executive Council of the HKSAR<br>香港特別行政區行政會議成員                                |
| 2002–2003 | Secretary for Commerce, Industry and Technology of the HKSAR Government<br>香港特別行政區政府工商及科技局局长 |
| 2003–2007 | Financial Secretary of the HKSAR Government<br>香港特別行政區政府財政司司長                                |
| 2007–2011 | Chief Secretary for Administration of the HKSAR Government<br>香港特別行政區政府政務司司長                 |
| 2008–2011 | Chairman of the Board of WKCDA<br>西九文化區管理局董事局主席  |
| 1995–2001 | Chairman of the Federation of Hong Kong Industries<br>香港工業總會主席                               |
| 1995–2001 | General Committee Member of the Hong Kong General Chamber of Commerce<br>香港總商會理事會委員          |



## GOVERNANCE REPORT

### 管治報告



#### VICE-CHAIRMAN

##### 副主席

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

#### Titles and other major offices 名銜和其他主要職務

- Senior Partner at King & Wood Mallesons in Hong Kong  
金杜律師事務所高級合夥人
- Chairman of the Board of the FWD Group (the insurance arm of Pacific Century Group)  
盈科拓展集團旗下保險業務機構富衛集團主席
- Chairman of the Honorary Advisory Committee of SVHK Foundation Limited  
香港社會創投慈善基金會有限公司顧問委員會主席
- Chairman of the Common Purpose Charitable Foundation Limited, Hong Kong  
香港Common Purpose Charitable Foundation Limited主席
- Chairman of Light Be Foundation Limited  
要有光慈善基金會有限公司主席
- Non-Executive Director of Asia Art Archive Limited  
亞洲藝術文獻有限公司董事

#### Past experience 過往經驗

- |           |   |
|-----------|---|
| 2005–2012 | Non-Official Member of the Executive Council of the HKSAR<br>香港特別行政區行政會議非官守議員                     |
| 2011–2012 | Convenor of the Non-Official Members of the Executive Council of the HKSAR<br>香港特別行政區行政會議非官守議員召集人 |
| 1988–2000 | Member of the Legislative Council of Hong Kong<br>香港立法局及香港特別行政區立法會議員                              |
| 2006–2012 | Chairman of Hong Kong Exchanges and Clearing Limited<br>香港交易所主席                                   |
| 2002–2006 | Chairman of the Hong Kong Jockey Club<br>香港賽馬會主席  |
| 1992–2006 | Board of Steward of the Hong Kong Jockey Club<br>香港賽馬會董事局成員                                       |
| 2010–2012 | Chairman of the World Federation of Exchanges<br>國際證券交易所聯會主席                                      |
| 2008–2012 | Board Member of the World Federation of Exchanges<br>國際證券交易所聯會董事                                  |
| 1986–1992 | Board of Governors of the London Business School<br>倫敦商學院董事會成員                                    |



GOVERNANCE REPORT  
管治報告Members (Non-Public Officers)  
成員(非公職人員)

## Titles and other major offices 名銜和其他主要職務

- Chief Executive of Grosvenor Asia Pacific  
高富諾有限公司亞太區行政總裁
- Co-Chair of the Board of the Asia Art Archive  
亞洲藝術文獻庫董事局聯席主席
- Advisory Committee and Art Working Group of the Tai Kwun Centre for Heritage and Arts  
大館古蹟及藝術館諮詢委員會及藝術工作小組成員
- Asia Council for the Serpentine Galleries  
蛇形美術館亞洲分會成員

## Past experience 過往經驗

- Managing Director and Head of Global Real Estate, Greater China, UBS Global Asset Management  
瑞銀全球資產管理董事總經理、全球房地產大中華主管
- Co-CEO of UBS/Gemdale  
UBS/Gemdale 聯席行政總裁
- Executive Director and Head of HKR Asia-Pacific for HKR International  
香港興業國際集團執行董事及亞太區業務總監
- Tate Asia Pacific Acquisitions Committee  
泰特美術館亞太收藏委員會委員



Mr Benjamin  
CHA Yiu-chung  
查耀中先生

## Education 學歷

- Master of Business Administration Degree from Stanford University 美國史丹福大學工商管理碩士學位
- Bachelor of Arts Degree in International Politics and Economics from Middlebury College  
Middlebury College 國際政治和經濟文學士學位

## Titles and other major offices 名銜和其他主要職務

- Deputy to the National People's Congress of the People's Republic of China 全國人民代表大會代表
- Convenor of the Non-Official Members of the Executive Council of the HKSAR 香港特別行政區行政會議非官守議員召集人
- President of Asia Financial Holdings Ltd. 亞洲金融集團總裁
- Chairman of Asia Insurance Co. Ltd. 亞洲保險主席
- Chairman of the Hong Kong-Thailand Business Council 香港泰國商會主席
- Advisor to Bangkok Bank (China) Co. Ltd. 盤谷銀行(中國)顧問
- Director of Bumrungrad Hospital Public Company in Thailand 泰國康民醫院大眾有限公司董事會成員
- Director of the Alibaba Entrepreneurs Fund in Hong Kong 阿里巴巴香港創業者基金董事
- Chairman of the Committee on Reduction of Salt and Sugar in Food 降低食物中鹽和糖委員會主席
- Chairman of the Board of Directors of the Tai Kwun Culture and Arts Co. Ltd. 大館文化藝術有限公司董事會主席
- Chairman of the Executive Committee of the Hong Kong Chronicles Institute 香港地方志中心執行委員會主席
- Chairperson of the Hong Kong Council of Social Service 香港社會服務聯會主席



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

## Past experience 過往經驗

- Member of the Legislative Council (Insurance Functional Constituency) of the HKSAR  
香港特別行政區立法會議員(保險界功能界別)
- Council Chair of Lingnan University 嶺南大學校董會主席
- Chairman of the Council for Sustainable Development 可持續發展委員會主席
- Chairman of the Antiquities Advisory Board 古物諮詢委員會主席
- Chairman of the Advisory Committee on Revitalisation of Historic Buildings 活化歷史建築諮詢委員會主席
- Chairman of the Standing Committee on Disciplined Services Salaries and Conditions of Service  
紀律人員薪俸及服務條件常務委員會主席
- Chairman of the Standing Committee on Judicial Salaries and Conditions of Service  
司法人員薪俸及服務條件常務委員會主席

## Education 學歷

- Pomona College in California 美國加州波莫納學院

For more details, please visit the  
West Kowloon Cultural District website.  
如欲了解更多資訊，請瀏覽西九文化區網站。





## GOVERNANCE REPORT

### 管治報告



**Ir CHAN Chi-chiu, SBS**  
陳志超工程師, SBS

#### Titles and other major offices 名銜和其他主要職務

- Honorary Fellow of the Chartered Institution of Water and Environmental Management  
水務及環境管理學會名譽資深會員
- Member of the Construction Industry Council  
建造業議會成員
- Adjunct Professor of the Department of Civil and Environmental Engineering at the Hong Kong University of Science and Technology  
香港科技大學土木及環境工程學系客座教授
- Honorary Professor of the School of Science and Technology at the Open University of Hong Kong  
香港公開大學科技學院榮譽教授

#### Past experience 過往經驗

- Director of Drainage Services of the HKSAR Government  
香港特別行政區政府渠務署署長
- President of the Hong Kong Institution of Engineers  
香港工程師學會會長

#### Expertise 專業

- Professional civil engineer  
專業土木工程師



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

#### Titles and other major offices 名銜和其他主要職務

- Member of the Chief Executive's Council of Advisers on Innovation and Strategic Development  
行政長官創新及策略發展顧問團
- Chairman of the Hospital Authority  
醫院管理局主席
- Board Member of the Hong Kong Financial Services Development Council  
香港金融發展局董事會成員
- Independent Non-Executive Director of Sun Hung Kai Properties Limited  
新鴻基地產有限公司獨立非執行董事
- Independent Non-Executive Director of HKR International Limited  
香港興業國際集團有限公司獨立非執行董事
- Managing Director of Hong Kong Glory Limited  
彩港有限公司 (家族投資公司) 董事總經理
- Chairman of the Fan Family Charitable Trust  
范氏慈善信託基金 (慈善基金) 主席

#### Past experience 過往經驗

- Non-Official Member of the Executive Council of the HKSAR  
香港特別行政區行政會議非官守議員
- Chairman of the Mandatory Provident Fund Schemes Authority  
強制性公積金計劃管理局主席
- Chairperson of the Standing Committee on Disciplined Services Salaries and Conditions of Service  
紀律人員薪俸及服務條件常務委員會主席
- Non-Executive Director of the Securities and Futures Commission  
證券及期貨事務監察委員會非執行董事
- Independent Non-Executive Director of the Hong Kong Exchanges and Clearing Limited  
香港交易所獨立非執行董事
- Member of the Exchange Fund Advisory Committee  
外匯基金諮詢委員會成員

GOVERNANCE REPORT  
管治報告

## Titles and other major offices 名銜和其他主要職務

- Board Member of the Hong Kong Financial Services Development Council 香港金融發展局董事會成員
- Independent Non-Executive Director of China Construction Bank (Asia) Corporation Limited  
中國建設銀行(亞洲)股份有限公司獨立非執行董事
- Senior Consultant of Moelis & Company 美馳集團資深顧問
- Senior Consultant to Gold Peak Industries (Holdings) Limited 金山工業(集團)有限公司高級顧問
- Member of the Council of the Education University of Hong Kong 香港教育大學校董會成員

## Past experience 過往經驗

- Vice-Chairman of UBS Corporate Client Services in Asia  
瑞銀企業客戶服務亞洲區副主席
- Head of Investment Banking Services and Joint Head of Corporate Finance of Schroders Asia Limited  
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
- Board Member of Bank of America (Asia) Limited  
美國銀行(亞洲)有限公司董事局成員
- Member of the Securities and Futures Commission Committee on Real Estate Investment Trusts  
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
- Board Member of the Hong Kong Philharmonic Society Limited  
香港管弦協會有限公司董事局成員
- Board Member of Trustees of United College of the Chinese University of Hong Kong  
香港中文大學聯合書院校董
- Member of the Hang Seng Index Advisory Committee  
恒生指數顧問委員會委員



Mr Glenn FOK  
霍經麟先生

## Titles and other major offices 名銜和其他主要職務

- Chairman of the Board of Hong Kong Dance Company 香港舞蹈團董事局主席
- Member of the Town Planning Board 城市規劃委員會成員
- Non-Executive Director of the Financial Reporting Council 財務匯報局非執行董事
- Member of the Productivity Council 香港生產力促進局成員
- Council Member of the Hong Kong University of Science and Technology 香港科技大學校董會成員
- Independent Non-Executive Director of Hongkong International Theme Parks Limited  
香港國際主題樂園有限公司獨立非執行董事
- Independent Non-Executive Director of Medialink Group Limited  
羚邦集團有限公司獨立非執行董事
- Director of the Urban Renewal Fund  
市區更新基金董事會成員
- Chairman of the Accounting Advisory Board of the School of Business of the University of Hong Kong  
香港大學商學院會計系顧問委員會主席
- 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  
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 Wilson FUNG Ying-wai  
馮英偉先生

## Past experience 過往經驗

- Group Financial Controller of Jardine Matheson 怡和管理有限公司集團財務總監
- President of the Hong Kong Institute of Certified Public Accountants 香港會計師公會會長
- Founding President of the Hong Kong Business Accountants Association 香港商界會計師協會創會會長
- Member of the Insurance Agents Registration Board 保險代理登記委員會成員
- Panel Member of Anti-Money Laundering and Counter-Terrorist Financing (Financial Institutions) Review Tribunal  
打擊洗錢及恐怖分子資金籌集(金融機構)覆核審裁處委員



## GOVERNANCE REPORT

### 管治報告



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

#### Titles and other major offices 名銜和其他主要職務

- Member of Travel Industry Authority  
旅遊業監管局委員
- Member of Human Resources Planning Commission  
人力資源規劃委員會委員
- Member of the Advisory Committee on Arts Development  
藝術發展諮詢委員會委員
- Member of the Committee on Venue Partnership of the Leisure and Cultural Services Department  
康樂及文化事務署場地伙伴計劃委員會成員
- Member of Citizens Advisory Committee on Community Relations of the Independent Commission Against Corruption  
廉政公署社區關係市民諮詢委員會委員
- Member of the Building Committee of the Hong Kong Housing Authority  
香港房屋委員會建築小組委員會委員
- Member of District Fight Crime Committee of Yau Tsim Mong District  
油尖旺區撲滅罪行委員會委員



**Dr KAN Tai-keung, SBS, BBS**  
靳埭強博士, SBS, BBS

#### Titles and other major offices 名銜和其他主要職務

- Member of Alliance Graphique Internationale  
國際平面設計聯盟會員
- Museum Expert Advisor for the Hong Kong Museum of Art  
香港藝術館博物館專業顧問

#### Awards and recognition 獎項及嘉許

- |      |  |
|------|--|
| 1979 | Hong Kong Ten Outstanding Young Persons<br>香港十大傑出青年  |
| 1981 | Urban Council Fine Art Award<br>市政局藝術獎   |
| 1984 | Gold Awards, International Art Competition, Los Angeles<br>美國洛杉磯國際藝術創作展金獎  |
| 1995 | First Prize at the First International Computer Art Biennale in Rzeszów, Poland<br>波蘭第一屆國際電腦藝術雙年展冠軍  |
| 2000 | Outstanding Artists and Designers of the 20th Century in the UK<br>英國20世紀傑出藝術家及設計師   |
| 2005 | Honorary Doctor of Design by The Hong Kong Polytechnic University<br>香港理工大學榮譽設計學博士   |
| 2016 | HKDA Lifetime Honorary Award by the Hong Kong Designers Association<br>香港設計師協會終身榮譽獎  |
| 2018 | Dragon Design Foundation Special Award – China's 40-year Reform and Opening-up and 40 Outstanding Chinese Designers<br>第14屆光華龍騰獎 – 改革開放40年中國設計40人特別獎                   |
| 2019 | The 70th Anniversary of the Founding of the People's Republic of China Exploits which Support the Design and Development of Guangdong Province<br>新中國成立70周年支持廣東設計功勳人物獎 |



**GOVERNANCE REPORT**  
管治報告**Titles and other major offices 名銜和其他主要職務**

- Convener of Trustees and Director of the Board of Helping Hand Charitable Trust  
伸手助人協會慈善信託基金召集人及董事局董事
- Member of Brewin Trust Fund Committee  
蒲魯賢慈善信託基金委員會委員
- Trustee of The Queen Mary Hospital Charitable Trust  
瑪麗醫院慈善基金信託人
- Executive Vice President of Bangkok Bank Public Co. Ltd  
盤谷銀行資深副總裁

**Expertise 專業**

- Professional in banking and financial services  
銀行及金融服務業專才



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

**Titles and other major offices 名銜和其他主要職務**

- Independent Non-Executive Director of CK Hutchison Holdings Limited  
長江和記實業有限公司獨立非執行董事
- Independent Non-Executive Director of Swire Pacific Limited  
太古股份有限公司獨立非執行董事
- Independent Non-Executive Director of MTR Corporation Limited  
香港鐵路有限公司獨立非執行董事
- Vice Patron of the Community Chest of Hong Kong  
香港公益金名譽副會長
- Fellow of The Hong Kong Institute of Bankers  
香港銀行學會資深會士

**Past experience 過往經驗**

- Vice-Chairman and Chief Executive of Hang Seng Bank Limited  
恒生銀行有限公司副董事長兼行政總裁
- Group General Manager of HSBC Holdings plc  
滙豐控股有限公司集團總經理
- Director of Hongkong and Shanghai Banking Corporation Limited  
香港上海滙豐銀行有限公司董事
- Chairman of the Board of Governors of Hang Seng University of Hong Kong  
香港恒生大學校董會主席
- Vice President of The Hong Kong Institute of Bankers  
香港銀行學會副會長
- Member of The Community Chest of Hong Kong and Deputy Chairman of its Executive Committee  
香港公益金董事及其轄下執行委員會副主席
- Member of the Financial Services Advisory Committee of the Hong Kong Trade Development Council  
香港貿易發展局金融服務諮詢委員會委員



**Ms Rose LEE Wai-mun, JP**  
李慧敏女士, JP



## GOVERNANCE REPORT

## 管治報告



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

#### Titles and other major offices 名銜和其他主要職務

- Member of the Legislative Council of the HKSAR 香港特別行政區立法會議員 (工程界功能界別)
- Honorary Chairman of the Hong Kong Quality Assurance Agency 香港品質保證局名譽主席
- Member of the Hong Kong Housing Authority 香港房屋委員會委員
- Board Member of the Airport Authority Hong Kong 香港機場管理局董事會成員
- Board Member of the Hospital Authority 醫院管理局大會成員
- Chairman of the Business and Professionals Alliance for Hong Kong 香港經濟民生聯盟主席
- Chairman of the Hong Kong Green Strategy Alliance 香港綠色策略聯盟主席

#### Past experience 過往經驗

- 2007 – 2008 President of the Hong Kong Institution of Engineers 香港工程師學會會長
- Member of Sha Tin District Council 沙田區議會議員
- President of the Hong Kong Professionals and Senior Executives Association 香港專業及資深行政人員協會會長



**Miss Dee POON Chu-ying**  
潘楚穎女士

#### Titles and other major offices 名銜和其他主要職務

- Managing Director of Brands and Distribution at Esquel Group 溢達集團品牌及分銷部董事總經理
- Member of the Asia Advisory Board of Christie's 佳士得亞洲顧問委員會成員
- Member of the International Advisory Committee of Harvard University's Asia Center (Cambridge, MA) 哈佛大學亞洲中心國際顧問委員會 (馬薩諸塞州劍橋市) 成員
- Member of the Family Advisory Council of the Saïd Business School Research Programme on Corporate Ownership and Purpose at the University of Oxford 牛津大學賽德商學院研究項目家族企業顧問委員會成員
- Member of the Global Steering - Committee of Social Entrepreneurship to Spur Health (Hong Kong and London) 社會企業家促進健康全球指導委員會 (香港和倫敦) 成員
- Board of Directors of the Esquel – Y.L. Yang Education Foundation 溢達楊元龍教育基金會董事會成員
- Fellow of the Aspen Institute's China Fellowship Program 阿斯本研究所「中國院士計劃」成員
- Member of the International Council of the Tate (London) 英國倫敦泰特美術館國際委員會成員
- Member of the International Council of The Museum of Modern Art (New York) 美國紐約現代藝術博物館國際顧問委員會成員
- Board of Directors of the China Arts Foundation (Beijing and New York) 中國藝術基金會 (北京和紐約) 董事會成員
- Collectors Circle Committee of Asia Art Archive 亞洲藝術文獻庫收藏家委員會成員
- Member of the Performance Committee at the Whitney Museum of American Art (New York) 惠特尼美國藝術博物館表演委員會成員
- Member of the Lincoln Center China Advisory Council (New York) 美國林肯中心中國顧問委員會成員
- Co-founder of the Ambassadors of Design (Hong Kong) 香港設計大使聯合創始人

#### Awards and recognition 獎項及嘉許

- 2014 Young Global Leader named by the World Economic Forum 世界經濟論壇全球青年領袖

**GOVERNANCE REPORT**  
管治報告**Titles and other major offices 名銜和其他主要職務**

- Recorder of the Court of First Instance of the High Court of the HKSAR  
香港特別行政區高等法院原訟法庭特委法官
- Chairman of the Communications Authority  
通訊事務管理局主席
- Member of the Board of Directors of the Law Reform Commission  
法律改革委員會委員
- Member of the Board of Directors of the Hong Kong Philharmonic Orchestra  
香港管弦樂團董事局成員
- Member of the Board of Directors of the Chief Executive's Council of Advisers on Innovation and Strategic Development  
行政長官創新及策略發展顧問團成員
- Chairman of the Hong Kong Advocacy Training Council  
香港訟辯培訓學會主席
- Chairman of Des Voeux Chambers  
德輔大律師事務所主席



**Ms Winnie TAM Wan-chi, SC, JP**  
譚允芝女士, SC, JP

**Past experience 過往經驗**

- 2015–2017 Chairman of the Hong Kong Bar Association 香港大律師公會主席
- Member of the Board of Directors of the Hong Kong Tourism Board 香港旅遊發展局成員
  - Member of the ICAC Advisory Committee on Corruption 廉政公署貪污問題諮詢委員會委員
  - Member of the Council and the Court of the Hong Kong Baptist University 香港浸會大學校董會及諮議會成員

**Titles and other major offices 名銜和其他主要職務**

- School Manager of Chi Lin Buddhist Secondary School  
佛教志蓮中學校董
- School Manager of HKICC Lee Shau Kee School of Creativity  
香港兆基創意書院校董
- School Manager of Diocesan Girls' School  
拔萃女書院校董
- Honorary President of Youth Outreach  
協青社榮譽會長
- President of the Hong Kong Federation of Youth Groups  
香港青年協會會長

**Expertise 專業**

- Registered Professional Surveyor (General Practice)  
註冊專業測量師 (產業測量)



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





## GOVERNANCE REPORT

### 管治報告

#### Members (Public Officers) 成員(公職人員)



**The Honourable**  
**Caspar TSUI Ying-wai, JP**  
徐英偉先生, JP

Secretary for Home Affairs of the HKSAR Government  
香港特別行政區政府民政事務局局长

##### Past experience 過往經驗

- 2008 Political Assistant to Secretary for Home Affairs of the HKSAR Government  
香港特別行政區政府民政事務局局长政治助理
- 2017 Under Secretary for Labour and Welfare of the HKSAR Government  
香港特別行政區政府勞工及福利局副局長

##### Education 學歷

- Bachelor Degree in Economics, Public Policy and Public Administration from the University of Ottawa  
加拿大渥太華大學經濟、公共政策及公共管理學士
- Master Degree in Business Administration from the University of Manchester  
曼徹斯特大學工商管理碩士



**The Honourable**  
**Michael WONG Wai-lun, JP**  
黃偉綸先生, JP

Secretary for Development of the HKSAR Government  
香港特別行政區政府發展局局长

##### Past experience 過往經驗

- 2007–2009 Deputy Secretary for Education of the HKSAR Government 香港特別行政區政府教育局副秘書長
- 2009–2014 Director of Information Services of the HKSAR Government 香港特別行政區政府新聞處處長
- 2014–2015 Director of Marine of the HKSAR Government 香港特別行政區政府海事處處長
- 2015–2017 Permanent Secretary for Development (Planning and Lands) of the HKSAR Government  
香港特別行政區政府發展局常任秘書長(規劃及地政)

##### Education 學歷

- Bachelor of Social Sciences Degree from the University of Hong Kong  
香港大學社會科學學士
- Bachelor of Laws Degree from the University of London (External Programme)  
倫敦大學法學學士(校外課程)

## GOVERNANCE REPORT 管治報告

Secretary for Financial Services and the Treasury of the HKSAR Government  
香港特別行政區政府財經事務及庫務局局長

### Past experience 過往經驗

1999–2003      Administrative Officer in the HKSAR Government  
香港特別行政區政府政務主任

Served in the Economic Development Branch, the Office of the HKSAR Government in Beijing and the Home Affairs Department

曾被調派到經濟發展科、香港特別行政區政府駐北京辦事處和民政事務總署服務

Worked for the Hong Kong Exchanges and Clearing Limited for over 10 years  
於香港交易所工作長達十多年

2019–2020      Executive Director of Hong Kong Financial Services Development Council  
香港金融發展局行政總監

### Education 學歷

- Bachelor and Master (Hon) Degrees in Philosophy, Politics and Economics from the University of Oxford  
英國牛津大學哲學、政治及經濟系榮譽學士與碩士學位
- Master of Business Administration Degree from INSEAD  
INSEAD工商管理碩士學位
- Attended the Stanford Executive Programme (SEP)  
史丹福大學行政人員培訓課程



**The Honourable Christopher  
HUI Ching-yu, JP**  
許正宇先生, JP



## GOVERNANCE REPORT

### 管治報告

#### Membership of the Board of the West Kowloon Cultural District Authority (2019/20) 西九文化區管理局董事局成員名單(2019/20)

##### CHAIRMAN 主席

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

##### 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  
查耀中先生

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

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

Ms Rose LEE Wai-mun, JP  
李慧敏女士, JP

Ir CHAN Chi-Chiu, SBS  
陳志超工程師, SBS

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

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

Miss Dee POON Chu-ying  
潘楚穎女士

Mr Glenn FOK  
霍經麟先生

Ms Winnie TAM Wan-chi, SC, JP  
譚允芝女士, SC, JP

Mr Wilson FUNG Ying-wai  
馮英偉先生

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

Mr Chris IP Ngo-tung, JP  
葉傲冬先生, JP

Dr KAN Tai-keung, SBS, BBS  
靳埭強博士, SBS, BBS



## GOVERNANCE REPORT 管治報告

### 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 LAM Sai-hung, JP  
Permanent Secretary for Development (Works)  
發展局常任秘書長(工務) 林世雄先生, JP

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, JP  
Under Secretary for Financial Services and the Treasury  
財經事務及庫務局副局長 陳浩濂先生, JP

### EX-OFFICIO MEMBER 當然成員

Mr Duncan PESCOD, GBS, JP  
Chief Executive Officer, WKDA  
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

#### Biographies of Senior Management

#### 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 is the Chief Executive Officer of WKCD, a role he has held since 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. He first joined the Authority as Chief Operating Officer in October 2014.

栢志高先生由2015年8月起出任管理局行政總裁，全權負責管理局的策略方針和日常營運，與盡心竭力的西九團隊並肩，落實這個高瞻遠矚的西九項目。他於2014年10月加入管理局擔任營運總裁。

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

馮潔儀女士為首席財務總監，負責管理局的財務、拓展和創新及科技事務。她於2019年9月加入管理局。

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



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

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

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、備辦節目，還掌管研究、機構合作和博物館營運。她於2016年11月加入管理局，2019年1月獲委任為M+博物館館長。

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

吳志華博士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。他於2019年8月獲委任為香港故宮文化博物館館長。

**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

**Mr Paul TAM**  
**譚兆民先生**  
Executive Director,  
Performing Arts  
表演藝術行政總監

Mr Tam leads the Performing Arts Division to deliver world-class programmes and performing arts venues and facilities in the District. He is responsible for steering the strategic planning and sustainable development of these venues and oversees their business direction, artistic development, venue operations, technical and production, facilities planning and delivery. He joined WKCD in March 2020.

譚兆民先生領導表演藝術處，推動西九文化區提供世界級的表演藝術節目及場地，並負責統籌文化區所有場地設施的策略規劃和可持續發展，掌管及監督其業務發展方針、藝術發展、場地營運、技術製作以及設施策劃和推展。譚先生於2020年3月加入管理局。

Ms Kwong is responsible for the overall corporate services of the Authority, covering four departments in the Division, namely Human Resources, General Procurement, Corporate Administration and District Facilities Services, in addition to the remuneration and planning function. She joined WKCD in June 2010 and was appointed Chief Corporate Services Officer in January 2019.

鄭配嫻女士執掌管理局的機構事務處，包括人力資源、採購、機構行政和區域設施事務，以及薪酬及規劃四個部門。她於2010年6月加入管理局，2019年1月獲委任為首席機構事務總監。

**Ms Eva KWONG**  
**鄭配嫻女士**  
Chief Corporate Services  
Officer  
首席機構事務總監



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

Mr Stowe leads the Projects Division, which is responsible for the design, construction and project management of all projects in the District. He and his teams oversee the design approval, procurement and construction delivery of all planned arts and cultural facilities and public infrastructure works across the District. He joined WKCD in March 2012 and was promoted to Chief Projects Officer in January 2019.

司徒澤民先生領導工程處，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。他於2012年3月加入管理局，2019年1月晉升為首席工程總監。

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

譚安美女士領導法律事務部及管理局秘書處，負責掌管管理局的法律、董事局秘書處及保險事宜。她於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。

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





## GOVERNANCE REPORT

### 管治報告

## COMMITTEES AND PANELS

### Functions and Conduct of Business

Seven committees have been 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. In conducting their business, the committees generally follow the Standing Orders and Code of Conduct adopted by the Board. Separately, the Consultation Panel has adopted a set of guidelines governing the conduct of its business. The Consultation Panel is required to hold at least one meeting a year, and its meetings must be open to the public.

### Executive Committee

#### Key Functions

The Executive Committee (ExCom) was established in February 2013 under the Board. It sits above the other committees. Its key functions are:

- To provide timely guidance on the overall strategy and planning issues of the Authority, including operational issues;
- To monitor the progress of major projects;
- To review policies and guidelines;
- To ensure coordination of activities and the alignment of purpose among the committees;
- To oversee the financial position of WKCD in connection with the West Kowloon project; and
- To provide 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.

Membership of ExCom consists of the chairpersons of the various committees, the Boards of M Plus Museum Limited and Hong Kong Palace Museum Limited, as well as a representative from the Home Affairs Bureau and the Chief Executive Officer of WKCD.

### Summary of Work Done

ExCom held six meeting sessions during the reporting year.

## 委員會、諮詢會及小組

### 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

#### 主要職能

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。行政委員會的主要職能包括：

- 適時指導管理局的整體策略及規劃事宜，包括營運事宜；
- 監察主要項目的進展；
- 審閱政策及指引；
- 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；
- 負責監察管理局有關西九項目的財務狀況；及
- 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董事局各委員會主席、M Plus Museum Limited與香港故宮文化博物館有限公司的主席，以及民政事務局的一名代表和管理局行政總裁。

### 工作摘要

行政委員會於報告年度內舉行了六節會議。

## GOVERNANCE REPORT 管治報告

### Membership of the Executive Committee (2019/20)

#### 行政委員會成員名單 (2019/20)

##### CHAIRMAN 主席

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

---

##### MEMBERS 成員

###### Board Members 董事局成員

The Honourable Bernard Charnwut CHAN, GBS, JP  
Chairman of the Board of Hong Kong Palace Museum Limited  
陳智思議員, GBS, JP  
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  
Chairman of the Public Private Partnership Projects Committee  
Chairman of the Remuneration Committee  
范鴻齡先生, SBS, JP  
公私營合作項目委員會主席  
薪酬委員會主席

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 WAN Man-yee, 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 M Plus Museum Limited  
Chairman of the M+ 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

## GOVERNANCE REPORT

### 管治報告

#### Development Committee

##### Key Functions

The Development Committee (DC) was established by the Board under Section 11 of the WKCD Ordinance to deal with matters relating to planning, development and implementation of the arts and cultural facilities and infrastructural facilities. Its key functions 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;
- To advise the Board on the viability of the proposed facilities including proposals for defining project scope, engineering feasibility and cost in order to ensure the optimal utilisation of resources; and
- To consider the construction progress of arts and cultural facilities, 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.

##### Summary of Work Done

DC held seven 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 IB and Underground Road in Zones 2A, 2B and 2C
- Prequalification Results and Proposal to Proceed with Procurement of the Detailed Design Consultancy Services for Zones 2B and 2C of the IB
- IB Design Consultancy (Zone 2) Instruction of Key Variation – Amalgamation of Hotel/Office/Residential (HOR) Development Parcels in Zone 2B
- HOR Developments in Zone 3B Parcel 31 & Parcel 34 – Proposal to Proceed with Procurement of Notional and Statutory Design Consultancy Services
- Approval to Award the Consultancy Services for the Design and Administration of Construction of PIW for the Piers and Endorsement of Entrustment Agreement for the Piers with the Civil Engineering and Development Department
- PIW – Proposal to Proceed with Procurement of Consultancy Services for Design and Administration of the Construction of Kowloon Park Bridge and China Ferry Terminal Bridge
- Art Park Project – Lead Consultant Claims for Variations to their Consultancy Services

#### 發展委員會

##### 主要職能

發展委員會由董事局根據《西九文化區管理局條例》第11條設立，負責處理規劃、發展及落實藝術文化及基建設施的相關事宜。發展委員會的主要職能包括：

- 就與西九項目規劃及發展有關的整體政策及策略向董事局提供建議；
- 向董事局推薦西九個別樓宇及基建項目的實施時間表；
- 就擬建設施的可行性向董事局提供建議，包括界定項目範圍、工程可行性及成本等，確保資源獲得善用；及
- 審閱藝術文化設施的施工進度、顧問公司和承建商的聘用及管理；以及西九個別項目及整體規劃、設計及建造相關的合約事宜。

##### 工作摘要

發展委員會於報告年度內共召開七次會議以商討下列事項：

##### 採購及管理顧問公司

- 2A、2B及2C區綜合地庫及地下行車路顧問協議中2A區的臨時項目
- 資格預審結果及關於進行綜合地庫2B及2C區詳細設計顧問服務採購的建議
- 綜合地庫設計顧問服務(2區)關鍵變動說明－2B區酒店／辦公室／住宅開發地塊合併
- 3B區地塊31及34酒店／辦公室／住宅開發項目－關於進行概念及法定設計顧問服務採購的建議
- 批准批出與土木工程拓展署的碼頭公共基建設施工程設計及管理顧問服務以及碼頭委託協議
- 公共基建設施工程－關於進行九龍公園天橋和中港客運碼頭天橋設計及管理顧問服務採購的建議
- 藝術公園項目－首席顧問要求更改其顧問服務

GOVERNANCE REPORT  
管治報告Design and Development

- Updates on Implementation of ASB
- IB Design Consultancy (Zone 2) Instruction of Key Variation Amalgamation of HOR Development Parcels in Zone 2B – Supplementary Desktop Study Update and Endorsement to Proceed with Option 4
- IB of Zones 2B and 2C – New Delivery Approach 2020

Implementation

- IB and Underground Road in Zone 2A – Tender Assessment Results and Endorsement of Award of Works Contract for Foundation, Excavation and Lateral Support
- LTC L2 Works Contract – Expenditure of Provisional Sums for Jointly Selected Sub-Contractor Packages 1, 2 & 3
- Interim Report on Flooding and Subsidence at the Construction Site of the LTC and Extended Basement L1 Works Contract
- Updates on Flooding and Subsidence at the Construction Site of the LTC and Extended Basement L1 Works Contract
- LTC L2 Main Works Contract – Proposed Award of P32 Artist Hostel/Residence (Modified Arrangement)
- PIW (Package 3) – Tender Assessment Results and Endorsement of Contract Awards (Subject to Funding) for i) ASB Works Contract; and ii) Modification Works Contract at Elements to Connect to ASB
- Jointly Selected Sub-Contract for External Façade System for the Main Works Contract for the Hong Kong Palace Museum
- Jointly Selected Sub-Contracts for the Interior Fitting Out Works for the Main Works Contract for HKPM
- Approval to Exercise the Provisional Quantities Items for Reinforcement in the HKPM Main Works Contract
- HKPM Main Works Contract – Award of Nominated Sub-Contract for Lifts and Escalators Installation
- HKPM Main Works Contract – Approval to Instruct the Expenditure of the Provisional Allowance for Awarding the Jointly Selected Sub-Contract for the External Façade System
- HKPM Main Works Contract – Approval to Instruct the Expenditure of Provisional Allowances for Awarding Jointly Selected Sub-Contracts for the Interior Fitting Out Works
- Short Term Tenancy Tree Transplanting Application for HKPM
- Award of Contract for Information and Communications Technology (ICT) Infrastructure for Core Network Platform
- Award of Contract for Provision of Personal Computer Equipment, Related Services and Software Licences
- The WKCDA Tower (Head Office) – Proposal to Proceed with Prequalification of Tenderers for Fitting Out Works Contract
- The WKCDA Tower (Head Office) – Prequalification Results and Proposal to Proceed with Procurement of Fitting-out Works Contract

設計與開發

- 藝術廣場天橋的最新推展情況
- 綜合地庫設計顧問服務(2區)關鍵變動說明，2B區酒店／辦公室／住宅開發地塊合併－初步研究補充更新及繼續選項4

- 2B及2C區綜合地庫－2020年新交付方式

項目推展

- 2A區綜合地庫及地下行車路－地基及挖掘與側向承托工程合約的招標評估結果及判標決定
- 演藝綜合劇場L2合約工程－共同選定的分包商方案1、2和3的臨時款項開支
- 演藝綜合劇場及綜合地庫項目L1合約工程的水浸及塌陷臨時報告
- 演藝綜合劇場及綜合地庫項目L1合約工程的水浸及塌陷最新情況
- 演藝綜合劇場L2主體合約工程－擬授出P32藝術家旅舍(修改後安排)
- 公共基礎設施工程(方案3)－以下兩項的招標評估結果及判標決定(視資金而定)：i) 藝術廣場天橋工程合約；及ii) 圓方購物中心連接藝術廣場天橋的改造工程合約
- 共同選定的香港故宮文化博物館的主體合約工程的外牆系統分包合約
- 共同選定的香港故宮文化博物館主體合約工程的室內裝修工程分包合約
- 批准香港故宮文化博物館主體合約工程進行臨時數量加固
- 香港故宮文化博物館主體合約工程－升降機及自動梯裝置指定分包合約批出
- 香港故宮文化博物館主體合約工程－用於批出共同選定外牆系統分包合約的預支款項審批
- 香港故宮文化博物館主體合約工程－用於批出共同選定室內裝修工程分包合約的預支款項審批
- 香港故宮文化博物館的短期租賃樹木移植申請
- 批出核心網路平台資訊科技及通訊基礎設施合約
- 批出提供個人電腦設備、相關服務及軟體許可合約
- P39B西九文化區管理局大樓－關於進行裝修工程合約的投標人資格預審的建議
- P39B西九文化區管理局大樓－資格預審結果及關於進行裝修工程合約採購的建議



## GOVERNANCE REPORT

### 管治報告

- The WKCDA Tower (Head Office) Fitting Out Works – Tender Assessment Results and Endorsement to Award Fitting Out Works Contract
- The Xiqu Centre Main Works Contract – Interim Report of Final Account
- The Xiqu Centre Main Works Contract – Report of Final Account
- Licence Agreement for the Stratum of Land Needed for the Construction of the Underground Road in the IB
- District-wide Development – Procurement of Construction Insurance
- 2020/21 Business Plan and 2020/23 Corporate Plan

#### Guidelines and Procedures

- Proposed Practice Guidance (Emergency Action Plan) for the Reporting and Handling of Fatal or Catastrophic Construction Incidents for West Kowloon Cultural District Capital Projects
- Proposed Changes to the Delegation of Authority Arrangement for the HKPM project
- Proposed Changes to the Approved Procedures following the Re-organisation of the Authority

#### Regular Reports

- Project Control Progress Report
- Construction Safety Progress Report

- 西九文化區管理局大樓的裝修工程－裝修工程合約的招標評估結果及判標決定
- 戲曲中心主體合約工程－中期帳目報告
- 戲曲中心主體合約工程－帳目報告
- 綜合地庫地下行車路建造所需土地許可協議
- 西九文化區發展－採購建築保險
- 2020/21年度業務計劃及2020/23年度機構計劃

#### 指引及程序

- 西九文化區基本工程項目的致命或災難性建築事故報告及處理的實務指引(緊急行動計劃)建議
- 關於修改香港故宮文化博物館項目授權安排的建議
- 關於管理局架構重組後變更批准程序的建議

#### 定期報告

- 項目監管進度報告
- 建築安全進度報告

**Membership of the Development Committee (2019/20)**  
**發展委員會成員名單 (2019/20)**

**CHAIRMAN 主席**

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

---

**MEMBERS 成員**

Board Members 董事局成員

Ir CHAN Chi-chiu, SBS  
陳志超工程師, SBS

Mr Chris IP Ngo-tung, JP  
葉傲冬先生, JP

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

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

Ir Enoch LAM Tin-sing, SBS (since 3 February 2020)  
林天星工程師, SBS (任期由2020年2月3日起)

Mr Christopher LAW, JP  
羅健中先生, JP

Mrs Sorais LEE KWAN Siu-kuen  
李關小娟女士

Prof Eric MA Siu-cheung, GBS, JP (since 3 February 2020)  
馬紹祥教授, GBS, JP (任期由2020年2月3日起)

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

##### Key Functions

The key 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; and
- To recommend to the Board strategies and policies for the operation of the performing arts venues.

##### Summary of Work Done

Four PAC meetings were held during the reporting year. Members provided input into the Artistic Brief for the Music Centre in the District. The Artistic Brief outlines artistic functions and accommodation requirements for the proposed Music Centre, which will host performances, rehearsals, learning programmes, new creations, and house facilities for resident and associate partners. The Music Centre Artistic Brief will form part of the Design Brief that is the first step in the venue's development process. The Management presented a work plan leading up to the opening of the LTC in 2024/25. PAC will deliberate on the artistic positioning, design of the resident and associate partner programme of the venue in the coming year.

PAC members received regular briefings on the programming and venue hire for the Xiqu Centre, Freespace and the Art Park and considered a Management report on the Performing Arts (PA) Key Performance Indicators results for 2018/19 and targets for 2019/20. PAC also looked into the measures adopted related to the impact of social events on the Xiqu Centre and Freespace programmes in 2019. Working closely with PAC, the Xiqu Centre Advisory Panel held three meetings during the reporting year. A new membership term and list of the Panel were endorsed during the reporting year.

The PA Division devised a 2020/21 Business Plan and 2020/23 Corporate Plan. PAC members were briefed on the proposed programme plan, as well as income and expenditure covering programming and research, venue operations of the Xiqu Centre and Freespace, technical and productions, and other operating expenses in relation to other facilities in the District including the Art Park and the LTC.

#### 表演藝術委員會

##### 主要職能

表演藝術委員會的主要職能包括：

- 制訂表演藝術場地的願景、使命及管治模式，以供董事局審批；及
- 就表演藝術場地的營運策略及政策向董事局提出建議。

##### 工作總結

表演藝術委員會於報告年度內共召開四次會議。年內，成員就西九音樂中心的藝術大綱提供意見，該大綱載述擬議音樂中心的藝術功能及設施需求。音樂中心將提供空間進行表演、排練、學習活動與創作，並附有設施供駐場及協作伙伴使用。音樂中心藝術大綱將成為設計大綱的一部分，亦是場館發展過程的第一步。管理層亦匯報了演藝綜合劇場直到2024/25年度開幕前的工作計劃。未來一年，表演藝術委員會將就演藝綜合劇場的藝術定位、駐場及協作伙伴計劃的設計進行商議。

表演藝術委員會成員定期備悉戲曲中心、自由空間及藝術公園各場地的節目編排及租用情況，並審閱表演藝術2018/19年度的主要績效指標及2019/20年度的目標。表演藝術委員會亦備悉有關2019年社會事件對戲曲中心及自由空間節目影響所採取的相應措施。戲曲中心顧問小組與表演藝術委員會合作緊密，於報告年度內共舉行三次會議。小組的新成員任期及名單亦於報告年度內獲得通過。

表演藝術處制訂了2020/21年度業務計劃及2020/23年度機構計劃。表演藝術委員會成員備悉擬議節目計劃，及有關以下各項的收入及開支：表演藝術節目策劃及研究、戲曲中心及自由空間的場地營運、技術與製作，以及有關西九其餘設施(包括藝術公園及演藝綜合劇場)的其他營運開支。

## GOVERNANCE REPORT 管治報告

### Membership of the Performing Arts Committee (2019/20) 表演藝術委員會成員名單 (2019/20)

#### CHAIRMAN 主席

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

---

#### MEMBERS 成員

##### Board Members 董事局成員

Mr Glenn FOK  
霍經麟先生

Mr Wilson FUNG Ying-wai  
馮英偉先生

Mr Chris IP Ngo-tung, JP  
葉傲冬先生, JP

Miss Dee POON Chu-ying  
潘楚穎女士

Ms Winnie TAM Wan-chi, SC, JP  
譚允芝女士, SC, JP

##### Non-Board Members 非董事局成員

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

Ms Winsome CHOW  
周蕙心女士

Ms Tisa HO Kar-kuan (until 10 January 2020)  
何嘉坤女士 (任期至2020年1月10日)

Dr LAM Fung  
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

Mr SE-TO Yok (LOONG Koon-tin), MH  
司徒旭(龍貫天)先生, MH

Dr Frankie YEUNG Wai-shing, BBS, MH, JP  
楊偉誠博士, BBS, MH, JP

##### Public Officers 公職人員

Representative from Home Affairs Bureau  
民政事務局代表

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



## GOVERNANCE REPORT

### 管治報告

#### Membership of the Xiqu Centre Advisory Panel (2019/20)

##### 戲曲中心顧問小組成員名單 (2019/20)

###### 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

Mrs Eva CHENG LI Kam-fun, JP

鄭李錦芬女士, JP

Dr LEE Siu-yan

李少恩博士

Miss Candice LEUNG Wai-yee

梁慧怡女士

Mr Danny LI Chi-kei

李奇峰先生

Ms NG May-ying

吳美英女士

Mr SE-TO Yok (LOONG Koon-tin), MH

司徒旭(龍貫天)先生, MH

Mr WAN Man-yee, BBS, JP

溫文儀先生, BBS, JP

Ms YIP Chung-man, BBS

葉中敏女士, BBS

Mr YUEN Siu-fai, BBS, BH

阮兆輝先生, BBS, BH

###### 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

Representatives from WKCD A 西九文化區管理局代表

Executive Director, Performing Arts, WKCD A

西九文化區管理局表演藝術行政總監

Artistic Director, Performing Arts, WKCD A

西九文化區管理局表演藝術總監

**GOVERNANCE REPORT**  
管治報告**Remuneration Committee****Key Functions**

The key functions of Remuneration Committee (RC) are:

- To make recommendations to the Board on organisational structure and policies on staffing, remuneration, employment, disciplinary action and dismissal, with reference to the Authority's overall goals and objectives;
- To make recommendations to the Board on the determination of terms and conditions of employment of employees, including the provision and maintenance of any schemes for the payment of pensions, gratuities and retirement benefits to employees, former employees or their dependants;
- To make recommendations to the Board on any other matter relating to the remuneration, allowances or benefits made available to its employees, former employees or their dependants referred or assigned to it by the Board;
- To review and make recommendations to the Board on changes in salaries and terms and conditions of employment; and
- To perform any other functions as may be delegated to it by the Authority or assigned to it by the Board in accordance with the WKCD Ordinance.

**Summary of Work Done**

RC held five meetings and reviewed 15 papers during the reporting year. Among the most significant of its activities, RC deliberated on the following issues.

Pay Review

With due consideration of the challenging economic situation both locally and globally, RC made recommendation to the Board on the 2020 pay review to freeze the pay for all employees for 2020.

Appointment, Employment Contract Renewal and Gratuity Payment for Senior Executives

RC reviewed and proposed to the Board the appointment and terms of conditions for the employment of the Museum Director of the HKPM, the Chief Commercial Officer, the Chief Financial Officer and the Executive Director, Performing Arts. RC also endorsed an employment contract renewal for one senior executive position, and gratuity payment for three senior executive positions.

**薪酬委員會****主要職能**

薪酬委員會的主要職能包括：

- 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、紀律行動及解僱的政策，向董事局提供建議。
- 就制定僱員的僱用條款，包括提供及維持任何向僱員、前僱員或其受養人支付退休金、約滿酬金及退休福利的計劃，向董事局提供建議。
- 就由董事局轉介或指派任何關於向其僱員、前僱員或其受養人提供薪酬、津貼或福利事宜，向董事局提供建議。
- 審閱薪酬和僱用條款的變更並向董事局提供建議。
- 執行根據《西九文化區管理局條例》由管理局轉授或董事局指派的任何其他職能。

**工作總結**

薪酬委員會於報告年度共召開五次會議，並審閱了15份文件。薪酬委員會審議的主要事項包括：

薪金檢討

考慮到本地及全球經濟情況，薪酬委員會就2020年薪金檢討，向董事局提供建議，凍結2020年所有僱員的薪金。

高級行政人員的委任、續約及約滿酬金

薪酬委員會審閱了香港故宮文化博物館館長、商務總監、財務總監及表演藝術行政總監的委任及聘用條款，並向董事局提供建議。薪酬委員會亦核准為一名高級行政人員續約，並為三名高級行政人員發放約滿酬金。

## GOVERNANCE REPORT

### 管治報告

#### Membership of the Remuneration Committee (2019/20)

##### 薪酬委員會成員名單 (2019/20)

###### CHAIRMAN 主席

Mr Henry FAN Hung-ling, SBS, JP

范鴻齡先生, SBS, JP

---

###### 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

###### 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

林李靜文女士, SBS, JP

###### Public Officers 公職人員

Representative from Home Affairs Bureau

民政事務局代表

GOVERNANCE REPORT  
管治報告

## Investment Committee

### Key Functions

The key functions of the Investment Committee (IC) are:

- To advise the Board on the investment objectives, guidelines, and strategies of the Authority;
- To monitor and oversee the performance of investments made by the Authority;
- To advise the Board on the selection and appointment of financial advisers on financing matters, and to oversee and monitor their performance of financial advisers; and
- To advise the Board on the terms and conditions of external borrowings.

### Summary of Work Done

Three IC workshops were held during the reporting year to discuss the long-term financial projections of the Authority. Certain Board Members and government bureau representatives were invited to attend the workshops.

In addition, four meetings were held. Among the most significant of its activities, IC deliberated on the following issues.

#### Reviewing Investment Strategy and Monitoring Performance

IC reviewed the performance of the Authority's investment portfolio, giving due consideration to asset allocation, cash flow projections and prevailing market conditions. It also endorsed and made recommendations to the Board on WKCDA's investment strategy and fund allocation.

#### Maintaining a Highly Liquid Portfolio

In light of the substantial cash flow needed for project development and the volatility of the financial markets, IC endorsed and recommended to the Board an investment strategy focusing on placements with the Exchange Fund and bank deposits, which could protect capital while offering reasonable returns and maintaining liquidity for the Authority to deploy capital efficiently for project development.

#### Managing Bank Counterparty Risks

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

#### Reviewing External Financing Options

IC assisted the Board to assess the feasibility of using external financing for project development, and provided guidance to the Authority on the terms and conditions offered by potential lenders.

## 投資委員會

### 主要職能

投資委員會的主要職能包括：

- 就管理局的投資目標、指引及策略，向董事局提供建議；
- 監察及監督管理局的投資表現；
- 就篩選及委任財務顧問處理融資事宜向董事局提供建議，監督及監察財務顧問的表現；及
- 就對外舉債的條款向董事局提供建議。

### 工作總結

投資委員會於報告年度內召開了三次投資委員會研討會，就管理局的長期財務預測進行討論。會上邀請了多位董事局成員及政府決策局代表參與。

同時，投資委員會於報告年度內亦召開了四次會議，商討的主要事項包括：

#### 檢討投資策略及監察投資表現

投資委員會通過對資產配置、現金流量預測及當前市況作仔細分析，檢閱管理局投資組合的表現。投資委員會亦支持管理局的投資策略及資金分配事宜，並就相關事宜向董事局提出建議。

#### 維持高流動性的投資組合

考慮到管理局項目的大量現金需求及金融市場的波動，投資委員會支持並向董事局建議繼續以外匯基金存款及銀行存款為主的投資策略。該策略既可保障管理局的資本，亦可提供合理回報及充足的流動資金，讓管理局可以有效地運用資金繼續推進項目發展。

#### 管理銀行交易對手風險

為管理管理局的銀行交易對手風險，投資委員會於報告年度內檢討並修訂了管理局的認可銀行名單及其相關額度。

#### 審查外部融資方案

投資委員會協助董事局進行了項目外部融資可行性的研究，並於審議潛在借款人提出的條款及條件時，向管理局提供意見。



## GOVERNANCE REPORT

### 管治報告

#### Membership of the Investment Committee (2019/20)

##### 投資委員會成員名單 (2019/20)

###### 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

夏佳理先生, 大紫荊勳賢, GBS, JP

Mr Glenn FOK

霍經麟先生

Ms Rose LEE Wai-mun, JP

李慧敏女士, JP

###### 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

**GOVERNANCE REPORT**  
管治報告**Audit Committee****Key Functions**

The key functions of Audit Committee (AC) are to consider and advise on financial and audit matters of the Authority.

**Summary of Work Done**

AC held five meetings during the reporting year. Its work in these meetings included approving the external auditor's audit strategy and meeting the external auditor once without the presence of management, reviewing the statement of accounts for the year ended 31 March 2019 for approval by the Board, and overseeing risk management activities. AC also reviewed and approved the updated Internal Audit Charter.

AC endorsed the audit strategy and work plan for the Internal Audit for 2020/21 and reviewed reports on internal audits conducted in the 2019/20 financial year to evaluate and improve internal controls covering the following operational areas:

- Design management of the M+ project
- Project cost control (Phase 1)
- Operational readiness of the Xiqu Centre
- Overseas duty visits expenditure
- Operational readiness of Freespace
- Entertainment and local travelling expenses
- Procurement of artistic goods and services

**審計委員會****主要職能**

審計委員會的主要職能是審閱管理局的各類財務及審計事宜，並向管理局提出相關建議。

**工作總結**

審計委員會於報告年度舉行五次會議，包括通過外部核數師提出的審計策略及在管理層避席下與外部核數師會面，並審閱截至2019年3月31日止的年度帳目報表，供董事局審批，及監督風險管理活動。審計委員會亦檢閱及審批更新的《內部審計章程》。

審計委員會通過2020/21年度內部審計的審計策略及工作計劃，並審閱2019/20財政年度所執行內部審計的報告，以評估及改善涵蓋管理局下列營運範疇的內部控制：

- M+項目的設計管理
- 項目成本控制(第一階段)
- 戲曲中心的待運準備狀態
- 海外公務訪問開支
- 自由空間的待運準備狀態
- 酬酢及本地交通開支
- 藝術商品及服務的採購

## GOVERNANCE REPORT

### 管治報告

#### Membership of the Audit Committee (2019/20)

##### 審計委員會成員名單 (2019/20)

#### 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-ye, JP

黃幸怡女士, JP

Mr Franklin YU

余烽立先生

Dr Carlye TSUI Wai-ling, BBS, MBE, JP

徐尉玲博士, BBS, MBE, JP

## Public Private Partnership Projects Committee

### Key Functions

The Public Private Partnership Projects Committee (PPP Projects Committee) was established in October 2018. The key functions of PPP Projects Committee are:

- To oversee and monitor the implementation of the Private Public Partnership (PPP) projects;
- To make recommendation to the Board for approval on key matters relating to these projects, including on the procurement strategy for each of the PPP projects; and
- To act in accordance with, monitor and oversee the implementation of the Procurement Guidelines for PPP Projects.

### Summary of Work Done

The PPP Projects Committee held seven meetings during the reporting year. In them, the PPP Projects Committee considered and endorsed the terms and assessment criteria for the shortlisting of tenderers for the ACE project for approval by the WKCDA Board with the shortlisting exercise completed in December 2019. The PPP Projects Committee also considered and endorsed the key tender terms and the tender documents of the ACE project in accordance with the Procurement Guidelines for PPP projects, and obtained approval from the Board to proceed to tender. Based on briefings by the WKCDA Management, the PPP Projects Committee provided views for consideration in future HOR developments above the IB.

## 公私營合作項目委員會

### 主要職能

公私營合作項目委員會成立於2018年10月。委員會的主要職能包括：

- 監察及監督公私營合作項目的落實情況；
- 就該等項目相關關鍵事項(包括各公私營合作項目的採購策略)向董事局提出建議供其審批；及
- 根據公私營合作項目採購指引行事，並監督及監察指引的實施情況。

### 工作總結

公私營合作項目委員會於報告年度共舉行七次會議，並於會上審議及通過ACE項目投標的的入圍條款及評估標準，供董事局審批，遴選活動已於2019年12月完成。公私營合作項目委員會亦按照公私營合作項目採購指引審閱及通過ACE項目的關鍵招標條款及招標文件，且已獲董事局批准進行招標。根據管理局管理層的通報，公私營合作項目委員會亦就將來綜合地庫上的酒店／辦公室／住宅項目提出意見，以供考慮。



## GOVERNANCE REPORT

### 管治報告

#### Membership of the Public Private Partnership Projects Committee (2019/20)

##### 公私營合作項目委員會成員名單 (2019/20)

###### CHAIRMAN 主席

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

###### DEPUTY CHAIRMAN 副主席

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

##### Board Members 董事局成員

Mr Benjamin CHA Yiu-chung  
查耀中先生

Ir CHAN Chi-chiu, SBS  
陳志超工程師, SBS

Mr Glenn FOK (until 31 December 2019)  
霍經麟先生 (任期至2019年12月31日)

Mr Chris IP Ngo-tung, JP  
葉傲冬先生, JP

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

##### Non-Board Members 非董事局成員

Mr David AU Ho-cheung  
區浩章先生

Mr Vernon Francis MOORE, BBS  
莫偉龍先生, BBS

Mr David TANG Chi-fai  
鄧智輝先生

**GOVERNANCE REPORT**  
管治報告**Consultation Panel****Key Functions**

The Consultation Panel (CP) was established by the Board under Section 20 of the WKCD Ordinance to gather public views on matters related to the functions of WKCD.

CP members represent different segments of the community, thereby providing CP with diverse knowledge and experience so that it can play the role as a bridge between WKCD and the public. CP meetings are open to the public, and the discussion papers and minutes of the meetings are available on the West Kowloon Cultural District website.

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 to raise awareness of the West Kowloon project among young people and the wider community, and to devise implementation plans for these initiatives.

**Summary of Work Done**

During the reporting year, following approval of the WKCD Board, the CP Chairman was appointed, and one CP member was re-appointed with effect from 1 March 2020.

One CP meeting was held during the reporting year. In it, an update was provided on the progress of the ACE development package and the implementation of the community engagement project, including the programme details, on-site survey results and marketing of events taking place at the Art Park. CP members were also given an update on the Construction Site of the L1 Works Contract for the LTC and the Extended Basement.

Two Working Group meetings were held during the reporting year. Plans were devised for the implementation of a community engagement project with District Councils, and for conducting review on the community engagement project. In addition, new ideas for community outreach initiatives were proposed.

**諮詢會****主要職能**

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。

成員代表不同社會界別，為諮詢會提供不同範疇的知識及經驗，從而作為管理局與公眾之間的橋樑。諮詢會的會議開放予公眾人士參加，討論文件及會議記錄載於西九文化區網站。

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對西九項目的了解，並制訂執行計劃。

**工作總結**

在報告年度內，經董事局批准，諮詢會主席獲委任，一名諮詢會成員獲再度委任，任期由2020年3月1日起生效。

諮詢會於報告年度內舉行一次會議，以匯報有關ACE發展組合的最新進展，以及社區參與項目的進度，包括有關在藝術公園舉行的活動的詳情、現場問卷調查結果及市場推廣。此外，諮詢會成員亦備悉演藝綜合劇場和綜合地庫項目L1合約工程建築地盤的最新情況。

工作小組於報告年度內共舉行兩次會議，以制訂與區議會推展的社區參與項目計劃的方案，審閱社區參與項目的成效，以及提出社區外展計劃的新想法。

## GOVERNANCE REPORT

### 管治報告

#### Membership of the Consultation Panel (2019/20)

##### 諮詢會成員名單 (2019/20)

#### CHAIRMAN 主席

Dr Rosanna WONG Yick-ming, DBE, JP (until 29 February 2020)

王葛鳴博士, DBE, JP (任期至2020年2月29日)

Mr Ambrose HO, SBS, SC, JP (since 1 March 2020)

何沛謙先生, SBS, SC, JP (任期由2020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

Ms Anita GIDUMAL

Anita GIDUMAL女士

Mr Andy HO Wing-cheong

何永昌先生

##### Non-Board Members 非董事局成員

Mr Henry CHAN Chi-chiu, MH, JP

陳志超先生, MH, JP

Prof Lena LEE

李瑩教授

Mr Wyborn LEUNG Wai-hong

梁煒康先生

Ms Mimi CHEUNG Yee-may, JP

張漪薇女士, JP

Ms Yolanda NG Yuen-ting, MH

伍婉婷女士, MH

Mr Christopher Wicky CHEUNG

張士宗先生

Mr Kyrus SIU King-wai

蕭景威先生

Mr CHING Cheung-ying, MH

程張迎先生, MH

Mr Jason WONG Chun-tat, JP

黃進達先生, JP

Mr CHOW Yick-hay, BBS, JP

周奕希先生, BBS, JP

Prof Derek COLLINS

孔立德教授

## Commercial Letting Panel

### Key Functions

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

### Summary of Work Done

Three meetings were held during the reporting year. In these, CLP considered Expressions of Interest (EOIs), offers and proposals submitted by potential tenants, and endorsed the EOIs and offers for the RDE spaces at the Xiqu Centre and the WKCD Tower.

## 商業項目租賃小組

### 主要職能

商業項目租賃小組負責就西九文化區未來的零售、餐飲和消閒設施，以及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。

### 工作總結

商業項目租賃小組於報告年度舉行了三次會議並檢視準租戶提交的租賃意向書、要約和建議書，並通過戲曲中心及西九文化區管理局大樓的零售、餐飲和消閒空間設施的租賃建議書。

## GOVERNANCE REPORT

### 管治報告

#### Membership of the Commercial Letting Panel (2019/20)

##### 商業項目租賃小組成員名單 (2019/20)

#### CHAIRMAN 主席

Dr the Honourable Allan ZEMAN, GBM, GBS, JP

盛智文博士, 大紫荊勳賢, GBS, JP

---

#### MEMBERS 成員

##### Board Members 董事局成員

Miss Dee POON Chu-ying

潘楚穎女士

##### Non-Board Members 非董事局成員

Mr Andrew LAM Siu-lo, JP

林筱魯先生, JP

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

羅仲榮先生, 大紫荊勳賢, GBS, JP

Mr Paulo PONG Kin-yee

龐建胎先生

##### 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 and until 19 June 2020)

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日起至2020年6月19日)

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

Ms Ada CHOY (since 8 August 2019)

Senior Manager, Commercial, WKCDA

蔡雅德小姐 (任期由2019年8月8日起)

西九文化區管理局商務高級經理



GOVERNANCE REPORT  
管治報告

## SUBSIDIARIES

## 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

## Key Functions

M Plus Museum Limited is a wholly-owned subsidiary of WKCD.

The Board 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 M+. The M+ 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+.

## Summary of Work Done

The M+ Board met six times in 2019/20. In them, the M+ Board was briefed on the licensing issues of the temporary walls in the M+ Galleries and the associated risk management; the strategy and timeline for obtaining the food and beverage (F&B) related licences and the Places of Public Entertainment licences for the M+ building; the proposed Playscape for the Rooftop Garden; the M+ F&B strategy and partnership business model; the M+ Collections' consolidation and loan moratorium schedule; the M+ branding strategy; the overview on the M+ Publishing and the process for selecting the co-publisher; and the programming strategy for the opening events. The M+ Board also received updates on the open tender exercise for engaging a contractor for the design and development of the M+ Website; the award of the contract for the provision of storage, conservation and archival facility for the M+ Collections in Hong Kong; the podium landscape design of the M+ building; the fixed and loose furniture and fixtures in the different areas inside the M+ building and the CSF; the changes made to the Guidelines for the M+ Other Arts and Cultural Facilities (OACF) Leasing Process; and the process and progress for selecting the tenants for the M+ OACF.

## 附屬公司

## 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

## 主要職能

M Plus Museum Limited為管理局的全資附屬公司。

M Plus Museum Limited董事局(M+董事局)為M+博物館制定其願景及使命，並就博物館事宜和其營運專業標準擬訂策略、政策及指引。M+購藏委員會隸屬M+董事局，其主要職能為審視和批核M+的收藏事宜，並向M+董事局及管理局董事局提供相關建議。

## 工作總結

M+董事局於2019/20年度共召開六次會議。會上，M+董事局備悉了有關M+展廳臨時牆壁的許可證事宜及相關風險管理事宜；獲取M+大樓的餐飲相關牌照及公眾娛樂場所牌照的策略及時間表；擬於天台花園建造的遊戲地景；M+餐飲策略及合作經營模式；M+藏品系列的整合及暫停外借安排；M+品牌策略；M+出版物概述及共同出版商的遴選過程，以及博物館開幕活動的策略。M+董事局亦備悉M+網頁設計及開發承辦商公開招標的最新進度；香港M+藏品系列儲存、修復及檔案管理設施的批出承包合約事宜；M+大樓橫向基座平台的景觀設計；M+大樓及修復保管中心內部各個區域的固定及活動家具和設備；M+其他藝術文化設施租賃程序指引的修訂，以及M+其他藝術文化設施租戶的挑選過程及進展。

## GOVERNANCE REPORT

### 管治報告

The M+ Board considered and endorsed or approved various proposals. These included Management's recommendations in relation to the M+ Admission and Ticketing Strategy which was approved by the WKCDA Board; the adoption of the WKCDA Guidelines for the Commercial Leasing Process for the Ancillary F&B at M+; the Guidelines for the M+ Publisher Selection Process for M+; the proposed amendments to the M+ Collections Management Policy, the Charter of the M+ Council for New Art and the Acquisition Policy; the establishment of the M+ International Council for Visual Art; the restricted tender and the appointment of the service provider for the outsourced security management services for M+ and the CSF; the award of contracts for the specialised fine art services for the consolidation and shipment of the M+ Sigg Collection to Hong Kong; an acquisition proposal by donation and the proposed amendments to an approved acquisition by purchase as recommended by the M+ Acquisitions Committee; the proposed curatorial approach for the Level 11 Members' Lounge in the M+ building; the reappointment of outgoing M+ Acquisitions Committee Members; and the adoption of the Audited Statements of Accounts of M+ for the year ended 31 March 2019.

In response to the unprecedented circumstances of 2019/20, the uncertainty of Hong Kong's economic outlook and the transnational economic implications of COVID-19 pandemic, the M+ Board together with the M+ Budget and Finance Committee and the M+ Budget Task Force conducted a thorough review of M+'s 2020/21 Business Plan and 2020/23 Corporate Plan, with a focus on cost containment and changes needed to meet challenges ahead. The M+ Board was also informed of the impact on the different aspects of the M+ Project given the impact of the COVID-19 pandemic on the M+ construction completion and the mitigation measures.

The M+ Board received regular reports on the acquisitions made for the M+ Collections; outgoing loans on the M+ Collections; the latest M+ developments including its programmes and activities, the construction progress of the M+ building and the CSF, the manpower plan, as well as financial updates. It also received the annual analysis on the M+ Collections.

The M+ Acquisitions Committee held six meetings in 2019/20, in which it was briefed on the latest collection roadmap of M+ and a potential long-term loan of artworks, 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 the WKCDA Board on a regular basis.

M+董事局審議並通過或批准了多項議案，包括管理層提出並獲管理局董事局批核的M+入場及票務安排建議；於M+附屬餐飲設施商業租賃程序中採用管理局指引；M+書刊出版商遴選程序指引；M+藏品管理政策、M+新藝術委員會章程及收藏政策的修訂議案；M+視覺藝術國際委員會的成立；M+及修復保管中心外判保安管理服務供應商的限制性招標及委任；批出整合及運送M+希克藏品至香港的專業藝術品運輸服務承包合約；M+購藏委員會推薦的一項捐贈作品的收藏提案，以及就一項已經批准的購藏所提出的修訂；M+大樓11樓會員樓層的擬議策展方向；即將卸任M+購藏委員會成員的續任安排；以及採納有關截至2019年3月31日為止的M+年度經審計帳目報表。

2019冠狀病毒病對全球經濟造成史無前例的影響，香港經濟展望不明朗，有見及此，M+董事局聯同M+預算及財務委員會及M+預算工作小組，全面審查了M+的2020/21年度業務計劃及2020/23年度機構計劃，着力控制成本，以應對未來的挑戰。M+董事局亦備悉2019冠狀病毒病對M+工程以至M+項目各方面造成的影響及緩解措施。

M+董事局定期聽取報告，備悉M+藏品的收藏與外借情況，以及M+的最新發展，包括其節目及活動、M+大樓及修復保管中心的施工進度、人力資源計劃以及最新財務狀況，M+董事局亦聽取了關於M+藏品系列的年度分析。

M+購藏委員會於2019/20年度共召開六次會議，備悉關於M+收藏事宜的最新路線圖，以及一項現正洽談的長期借入藝術品計劃。M+購藏委員會亦定期聽取購藏預算的最新資料，審議並通過或批准多項M+藏品的收藏建議及其他與收藏相關之事宜。委員會定期向M+董事局及管理局董事局匯報經M+博物館館長、M+及M+購藏委員會批核的購藏報告。

**GOVERNANCE REPORT**  
管治報告**Membership of the Board of M Plus Museum Limited (2019/20)**  
**M Plus Museum Limited 董事局成員名單 (2019/20)****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**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 WAN Man-ye, 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  
Nick ADAMUS先生

Ms Mimi BROWN  
貝明湄女士

Ms Monique BURGER  
博萊妮女士

Dr Adrian CHENG Chi-kong, JP (until 31 March 2020)  
鄭志剛博士, JP (任期至2020年3月31日)

Ms Marissa FUNG SHAW  
馮詠愛女士

Mr Roger GARCIA  
高思雅先生

Ms Claire HSU Man-kai (until 16 December 2019)  
徐文玠女士 (任期至2019年12月16日)

Mr Alan LAU Ka-ming  
劉家明先生

Ms Wendy LEE  
利宛虹女士

Ms Joan LEUNG Hing-ye  
梁慶儀女士

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-ye, JP  
龐俊怡先生, JP

Dr Uli SIGG  
烏利·希克博士

Ms Catherine YEN  
嚴嘉洵女士

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

#### Membership of the M+ Acquisitions Committee (2019/20)

##### M+購藏委員會成員名單(2019/20)

###### 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

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 M.Y. FUNG  
馮美瑩女士

Ms Claire HSU Man-kai  
徐文玠女士

Ms Ellen PAU  
鮑藹倫女士

**GOVERNANCE REPORT**  
管治報告**M Plus Collections Limited****Key Functions**

M Plus Collections Limited was incorporated on 12 August 2016 as a wholly owned subsidiary of WKCD A to act as the Trustee of the M+ Collections Trust (the Trust). Under the Trust Deed made on 28 March 2017 by WKCD A, 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 has 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.

**Summary of Work Done**

The Board of M Plus Collections Limited (the M+ Collections Board) held two meetings in 2019/20. In them, the M+ Collections Board considered and noted various finance updates, a report on collection activities, a report on conservation activities, a report on storage move, opening display, the introduction of the collection archives, etc. It also approved the Directors' Report and Audited Statement of Accounts of M Plus Collections Limited for 2018/19, and the Trustee's Report and Audited Statement of Accounts of the Trust for 2018/19 through paper circulation.

**M Plus Collections Limited****主要職能**

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。

**工作總結**

M Plus Collections Limited董事局(M+ Collections董事局)於2019/20年度舉行兩次會議。在會議上，M+ Collections董事局審閱和備悉最新財務狀況、藏品活動報告、修復工作報告、關於藏品搬遷報告、開幕展覽事宜及藏品檔案簡介等，亦透過傳閱方式批核了M Plus Collections Limited 2018/19年度的董事局報告、經審計帳目報表、信託的2018/19年度的受託人報告和經審計帳目報表。



## GOVERNANCE REPORT

### 管治報告

#### Membership of the Board of M Plus Collections Limited (2019/20)

#### M Plus Collections Limited 董事局成員名單 (2019/20)

##### 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

**GOVERNANCE REPORT**  
管治報告**Hong Kong Palace Museum Limited****Key Functions**

Hong Kong Palace Museum Limited is a wholly owned subsidiary of WKCD. The Board 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 HKPM.

HKPM is dedicated to promoting understanding and appreciation of Chinese art and culture through its research, exhibitions and education programmes. By showcasing precious artefacts from the imperial collections of the Palace Museum utilising interdisciplinary curatorial approach from a Hong Kong perspective and with a global vision, by engaging with extensive collaboration with other museums, HKPM aims to strengthen Hong Kong's position as one of the world's leading cultural metropolises.

**Summary of Work Done**

In 2019/20, the HKPM Board held four meetings. In these, it endorsed HKPM's acquisition strategy, the 2020/21 Business Plan and the 2020/23 Corporate Plan for approval by WKCD. The HKPM Board also discussed pre-opening public programme plan, the fund capital fundraising campaign, the progress of exhibition development and planning, and the revisions to the organisational structure and staffing provisions for HKPM. The HKPM Board approved the Directors' Report and the Audited Statement of Accounts for 2018/19 through paper circulation.

**香港故宮文化博物館有限公司****主要職能**

香港故宮文化博物館有限公司為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其研究、展覽及教育活動，推動公眾對中國藝術和文化的了解與欣賞，從香港角度出發，結合環球視野，以跨學科的策展方式展示故宮博物院收藏中的珍貴文物。香港故宮文化博物館透過與其他博物館展開廣泛合作，鞏固香港作為世界文化大都會之一的領先地位。

**工作總結**

香港故宮文化博物館有限公司董事局於2019/20年度共舉行四次會議，並於會上通過香港故宮文化博物館的收藏策略、2020/21年度業務計劃及2020/23年度機構計劃，呈管理局批核。香港故宮文化博物館有限公司董事局成員亦討論了開幕前的公眾活動計劃、營運基金資本籌募計劃、展覽發展及籌備工作進展，以及修訂香港故宮文化博物館的組織架構和人員編製。香港故宮文化博物館有限公司董事局透過傳閱文件的方式，審批了2018/19年度的董事局報告和經審計帳目報表。

## GOVERNANCE REPORT

### 管治報告

#### Membership of the Board of Hong Kong Palace Museum Limited (2019/20)

#### 香港故宮文化博物館有限公司董事局成員名單 (2019/20)

##### 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

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, GBS, SBS, JP  
(since 1 April 2019 and until 31 March 2020)  
廖長江議員, GBS, SBS, JP  
(任期由2019年4月1日起, 至2020年3月31日)

Mr LOU Wei  
婁璋先生

Prof Harold MOK Kar-leung  
莫家良教授

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

Prof Joseph TING Sun-pao, BBS  
丁新豹教授, BBS

###### Members (Public Officers) 成員 (公職人員)

Mrs Cherry TSE LING Kit-ching, JP  
謝凌潔貞女士, JP  
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  
Deputy Secretary for Home Affairs  
張馮泳萍女士, JP  
民政事務局副秘書長

Ms Michelle LI Mei-sheung, JP (until 10 September 2019)  
李美嫦女士, JP (任期至2019年9月10日)  
Director of Leisure and Cultural Services  
康樂及文化事務署署長

Mr Vincent LIU Ming-kwong, JP (since 4 October 2019)  
劉明光先生, JP (任期由2019年10月4日起)  
Director of Leisure and Cultural Services  
康樂及文化事務署署長

Alternate 替補: Ms Elaine YEUNG Chi-lan (since 4 October 2019)  
Deputy Director of Leisure and Cultural Services (Culture)  
楊芷蘭女士 (任期由2019年10月4日起)  
康樂及文化事務署副署長 (文化)

###### Ex-Officio 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**West Kowloon Cultural District Foundation Limited****Key Functions**

West Kowloon Cultural District Foundation Limited (the Foundation), established on 30 January 2019, was set up to raise funds in support of the charitable activities of the Authority for the advancement of education and cultural development for the benefit of the Hong Kong community. It has obtained charitable status under section 88 of the Inland Revenue Ordinance.

The Foundation is the primary governance body for fundraising matters across the Authority. Its key functions are:

- To formulate strategies and policies in relation to the operations of fundraising and related activities across all areas of WKCD;
- To ensure professional standards of fundraising operations;
- To be responsible for the receipt and allocation of donated funds; and
- To ensure that donations are used in accordance with the purposes for which they are donated.

**Summary of Work Done**

In 2019/20, The Foundation Board approved the audited financial statements of the Foundation, and the direction for public campaigns. No meetings were held in this reporting year.

**西九文化區基金會有限公司****主要職能**

西九文化區基金會有限公司(基金會)於2019年1月30日成立，旨在為管理局的慈善活動籌集資金，促進教育進步和文化發展，造福香港社會。基金會為《稅務條例》第88條下的慈善機構。

基金會是管理局籌款事務的主要管理機構，主要職能包括：

- 為管理局不同範疇的籌款策略及相關活動制訂策略及政策；
- 確保籌款活動的專業水準；
- 負責捐款的接收和分配；及
- 確保捐贈按照捐贈目的使用。

**工作總結**

基金會董事局於2019/20財政年度批核了基金會的經審計財務報表及公眾活動的方向。在本報告年度，基金會董事會沒有舉行會議。

## GOVERNANCE REPORT

### 管治報告

#### Membership of the Board of West Kowloon Cultural District Foundation Limited (2019/20) 西九文化區基金會有限公司董事局成員名單 (2019/20)

##### 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

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

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



## GOVERNANCE REPORT 管治報告

### Blue Poles Limited

#### Key Functions

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

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

### Blue Poles Limited

#### 主要職能

Blue Poles Limited是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+項目的建築工程。

按M+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+項目建築工程的責任。

## GOVERNANCE REPORT

### 管治報告

#### Membership of the Board of Blue Poles Limited (2019/20) Blue Poles Limited 董事局成員名單 (2019/20)

##### 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 Henry FAN Hung-ling, SBS, JP  
范鴻齡先生, SBS, JP

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

###### 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