



CONSULTANCY TO CONDUCT SERVICE USERS' FEEDBACK SURVEY FOR URBAN RENEWAL SOCIAL SERVICE TEAMS

RESEARCH REPORT

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The opinions and recommendations presented in the report do not
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Executive Summary

Objectives

1. Urban Renewal Fund (URF) provides funding support to Social Services Teams (SSTs) to provide services for residents affected by redevelopment projects implemented by the Urban Renewal Authority (URA). In December 2016, four NGOs are engaged by the URF after the tendering process. From January 2017 to December 2020, four NGOs are to operate five SSTs to provide assistance to residents affected by redevelopment projects implemented by URA.
2. The second two-year service contracts of the SSTs i.e. for a period from 1 January 2019 to 31 December 2020 will be subject to their satisfactory performance in the first two years. Assessment of the performance will be based on self-assessment by the SSTs in accordance with tender proposal, feedback from URA and service users' feedback survey. In this regard, the Board of the URF decided to appoint this Consultancy to conduct the service users' feedback survey for the SSTs being part of their performance assessment (Research Study).
3. The main objective of the Research Study is to conduct the survey to collect service users' feedback on the services of the SSTs for providing assistance and counselling services to the owners and residents affected by the redevelopment projects implemented by URA.

Study Methodology

4. The target respondents of the Research Study are (1) residents (including owners and tenants) and (2) shop operators (including owners and tenants) affected by the redevelopment projects implemented by the URA. With reference to the Kirkpatrick's model and service quality model, the evaluation framework with five Key Performance Indicators (KPIs) and the overall satisfaction of the services was established.

5. Both qualitative and quantitative methods were adopted in the Research Study, including a questionnaire survey, focus group discussions and in-depth interviews. A representative sample of 300 residents and 47 shop operators through a questionnaire survey were successfully enumerated during the period from July to September 2018, with a response rate of 61% and 60% respectively. Besides, 28 social workers, 16 residents and 11 shop operators participated in the focus group discussions and in-depth interviews to provide their feedbacks on the services provided by SSTs.

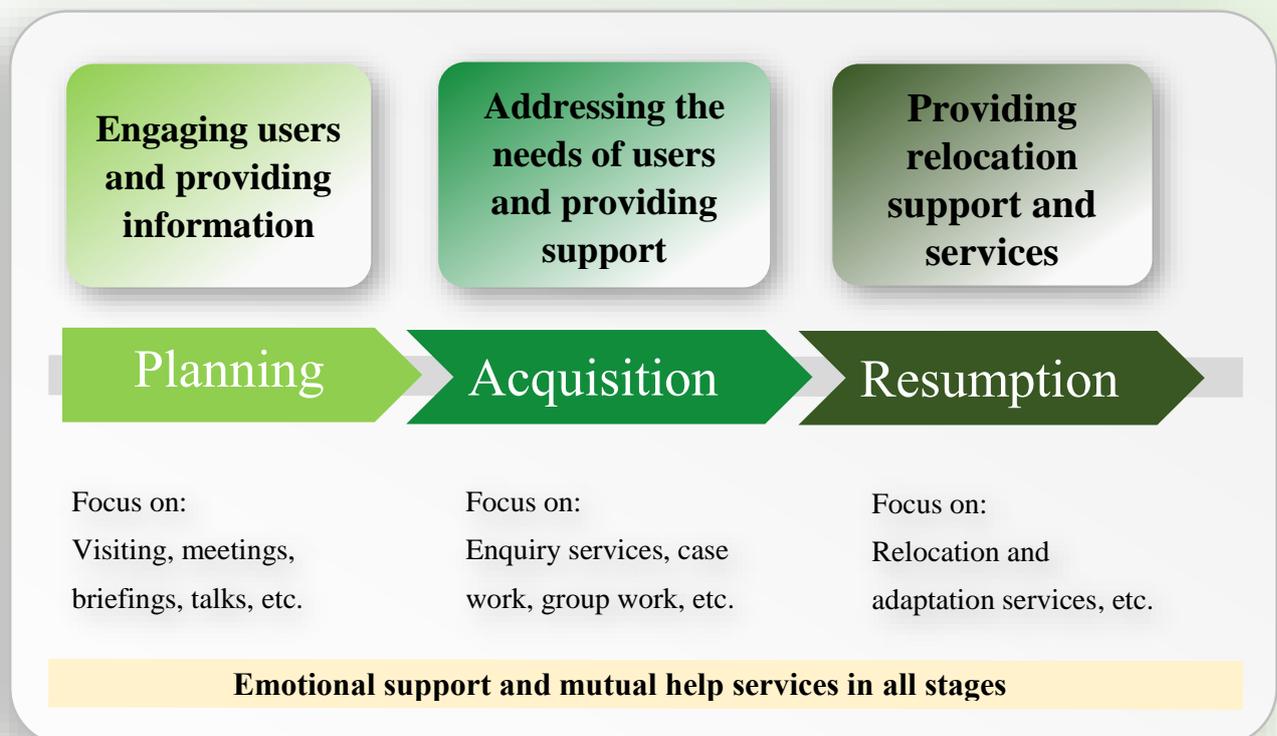
Profiles of Users

6. Of 300 responded residents, 68.0% were tenants and 32.0% were owners, with age groups of heads of households as follows: aged below 60 (91.3%) and aged 60 or above (8.7%). 79.3% of responded residents were in acquisition stage, 10.7% were in resumption stage and 10.0% were in planning stage of redevelopment process.
7. Of 47 responded shop operators, 57.4% were tenants and 42.6% were owners. 78.7% of responded shop operators were in acquisition stage, 2.1% were in resumption stage and 19.1% were in planning stage of redevelopment process.

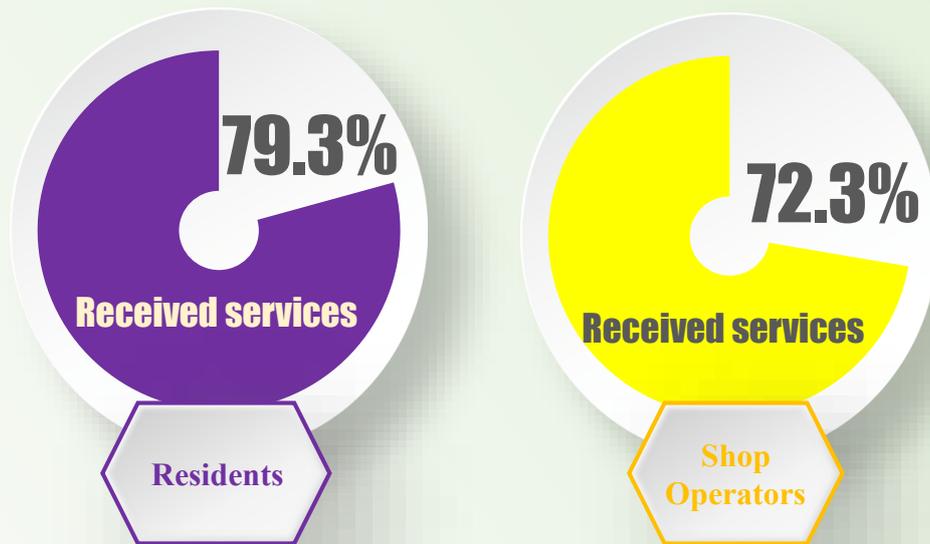
	Residents		Shop Operators	
	Count	%	Count	%
Owners and tenants				
Owners	96	32.0%	20	42.6%
Tenants	204	68.0%	27	57.4%
Age groups				
Aged below 60	274	91.3%	-	-
Aged 60 or above	26	8.7%	-	-
Redevelopment stages				
Planning	30	10.0%	9	19.1%
Acquisition	238	79.3%	37	78.7%
Resumption	32	10.7%	1	2.1%
Total	300	100.0%	47	100.0%

Service delivery and users' awareness and utilization of the services provided by SSTs

8. Different service modes are delivered during three stages of redevelopment process. Social workers of SSTs shared the effective modes of services delivered to users in three stages of redevelopment process.
9. During the planning stage, SSTs usually deployed more manpower for visiting all the households and shops to engage users, to identify their needs, to examine their situations, to deal with their enquiries and to provide relevant information to them. During the acquisition stage, SSTs would address the needs of users and provide assistance and counseling services to individuals and families in crisis or in need. Case work or group work was considered effective to facilitate problem solving and maintain contacts with users. During the resumption stage, relocation support and services such as education, cultural, leisure, health and welfare services whenever appropriate would be provided to displaced persons or families. In all stages, SSTs would provide emotional support and mutual help services to service users in need. The diagram below demonstrates the general picture of service delivery provided by SSTs.



10. Overall, about three quarters of users received services provided by SSTs (79.3% of residents and 72.3% of shop operators) and among them, the key rationales were obtaining information related to redevelopment, seeking assistance and the service offered was helpful. The services included inquiry or consulting services, briefings or lectures, community activities, case counselling, follow-up or referral services.



11. On the contrary, about one quarter of users did not receive services provided by SSTs (20.7% of residents and 27.7% of shop operators) and among them, the top two rationales were “no need” and “no time”.
12. Regarding the awareness of the services provided by SSTs, users demonstrated a fair to good level of awareness with a score of 6.5 (out of a 10-point Likert scale) for residents and 6.4 for shop operators. Users reported fair levels of awareness of the service target and service area of SST with scores of 6.0 for residents and scores ranging from 5.5 to 5.6 for shop operators.
13. For residential units, the levels of awareness of owners on SSTs and their service scope (ranging from 6.5 to 7.1) were significantly higher as compared to the tenants (ranging from 5.7 to 6.2) ($ps < .05$). No statistically significant differences were found when analyzed by age groups of the residents and stages of redevelopment process.

Levels of awareness (10-point Likert scale)		SSTs	SSTs' service target	SSTs' service area
Residents		6.5	6.0	6.0
Types	Owners	7.1	6.5	6.6
	Tenants	6.2	5.7	5.7
Age groups	Aged below 60	6.4	5.9	5.9
	Aged 60 or above	7.0	6.6	6.7
Stages	Acquisition	6.4	5.9	6.0
	Planning	6.6	6.0	6.0
	Resumption	6.9	6.2	6.3
Shop Operators		6.4	5.5	5.6

Users' understanding of redevelopment process

14. Users' level of understanding about the urban redevelopment process (including planning, acquisition and resumption) were asked, with a 10-point Likert scale (1 = not understand at all and 10 = very good understanding).
15. Residents indicated a fair to good level of understanding on principles adopted for Tenant Rehousing and Ex-gratia Allowance with a score of 6.3 out of 10; fair levels of understanding on the Urban Renewal Project Rescue Fund (5.5), principles adopted on property acquisition (5.4), objections and appeals (5.3) and principles adopted on assessment of allowance (5.3); and low levels of understanding on allowance for surveyor's fee (4.7), Flat-for-Flat Scheme (4.7) and Elderly Domestic Owner-Landlords Compassionate Allowance (4.4).
16. Apart from Tenant Rehousing and Ex-gratia Allowance, owners of residential units reported significantly high levels of understanding of the other seven aspects (ranging from 5.8 to 6.2) as compared to the tenants (ranging from 3.8 to 5.1) ($ps < .05$) as the results may be attributed by higher level of awareness of SSTs and service of owners. Further, residents in the resumption stage reported significantly high levels of understanding on the seven aspects as compared to the residents in the planning and acquisition stage (ranging from 4.1 to 5.4) ($ps < .05$).

17. Shop operators indicated fair levels of understanding on the principles adopted on property acquisition of non-domestic properties (5.1), principles adopted on assessment of allowance of non-domestic properties (5.0), principles adopted for Ex-gratia Business Allowance (5.1) and principles adopted on assessment of business loss (4.9); and low levels of understanding on allowance for surveyor’s fee (4.3) and objections and appeals (4.3).

Levels of understanding (10-point Likert scale)	Residents	Shop Operators
Principles adopted for Tenant Rehousing and Ex-gratia Allowance	6.3	-
The Urban Renewal Project Rescue Fund ("PRF")	5.5	-
Principles adopted on Property Acquisition	5.4	5.1
Objections and Appeals	5.3	4.3
Principles adopted on assessment of allowance	5.3	5.0
Allowance for Surveyor's Fees	4.7	4.3
Flat-for-Flat ("FFF") Scheme	4.7	-
Elderly Domestic Owner-Landlords Compassionate Allowance	4.4	-
Principles adopted for Ex-gratia Business Allowance ("EGBA")	-	5.1
Principles adopted on assessment of business loss	-	4.9

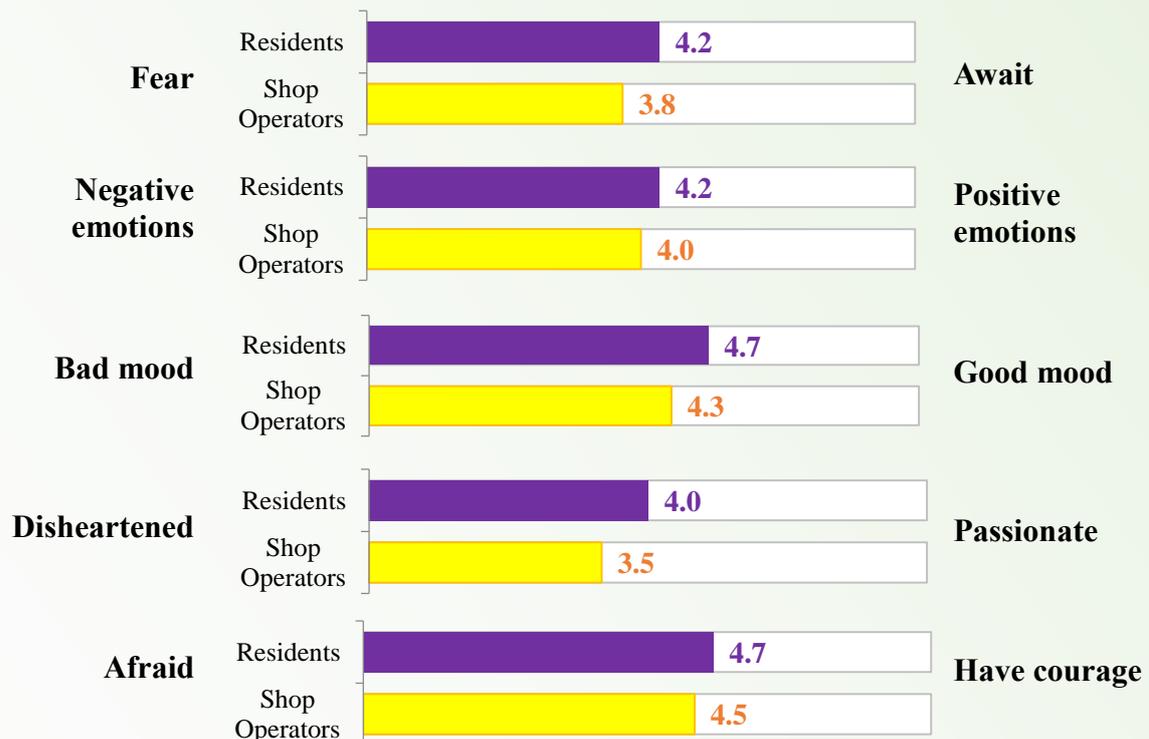
Key Areas of concern

18. Through questionnaire survey, residents stated that the key areas of concern during the redevelopment process were the sufficiency of their compensation or allowance (61.7%), finding a new accommodation (55.0%), allocation of Public Rental Housing units (47.3%), timeline of redevelopment (40.3%) and information related to redevelopment (25.0%). Shop operators indicated that the key areas of concern were the sufficiency of their compensation or allowance (74.5%), finding a new shop unit (53.2%), timeline of redevelopment (44.7%) and information related to development (34.0%).
19. Echoed with the survey results, social workers of SSTs and users of in-depth discussions shared similar key areas of concern: concerning insufficient

compensation or allowance, unable to grasp the timeline of redevelopment process, unable to find a new accommodation or unit, conflicts or disputes among family members, poor living conditions, eligibility of allocation of public rental housing units, disputes between owners and tenants, relocation stress and feeling uncertainty.

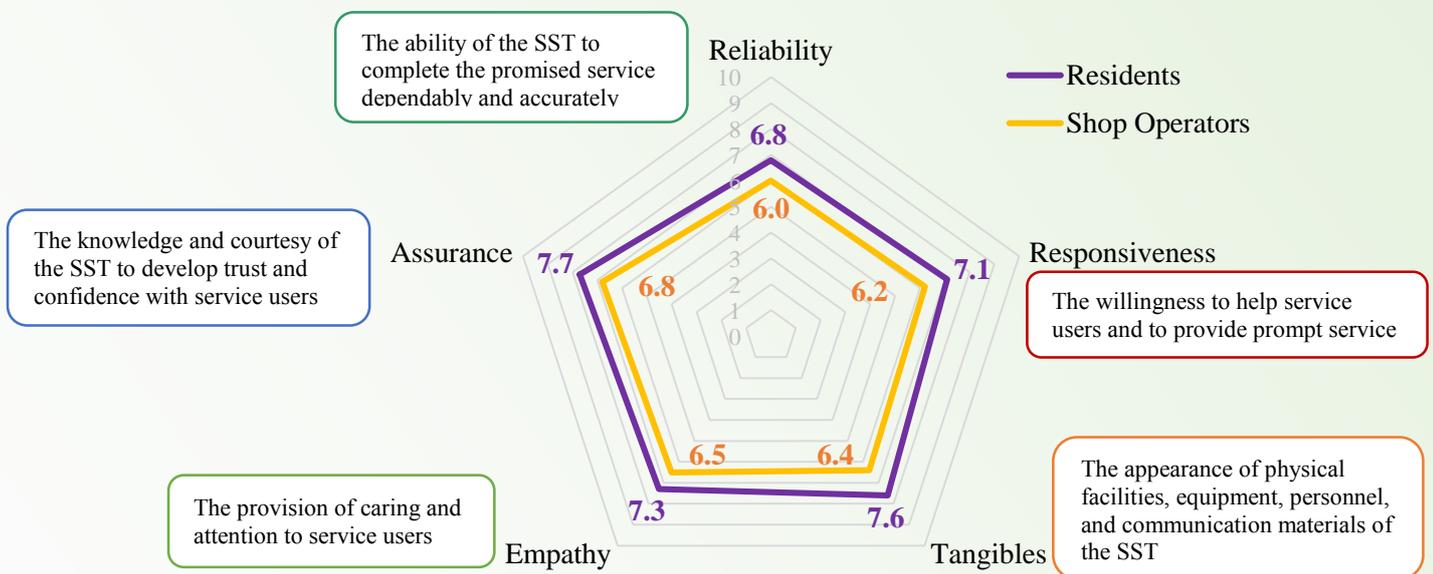
Residents' emotions

20. When thinking about the future accommodation, residents' current emotions were recorded. Five pairs of words describing residents' current emotions were illustrated with 7-point Likert scale (1 = the most unpleasant feelings and 7 = the most pleasant feelings). The mid-point of 4 refers to a neutral feeling on current emotions.
21. In general, residents were neither fear nor await (score standing near mid-point, at 4.2), neither with negative nor positive emotions (4.2) and neither disheartened nor passionate (4.0). More residents indicated that they were in good mood (4.7) and have courage (4.7). Shop operators were neither fear nor await (score standing near mid-point, at 3.8), neither with negative nor positive emotions (4.0) and neither nor good mood (3.7). However, more shop operators indicated that they were disheartened (3.5).

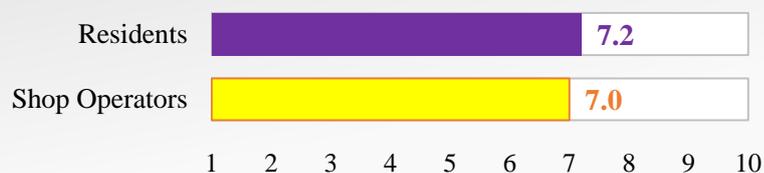


Key performance indicators

22. Users were asked to provide their ratings on 15 question items constructing five key performance indicators and overall level of satisfaction. Overall, users were satisfied with services provided by SSTs. The average score of level of satisfaction of residents and shop operators were 7.2 and 7.0 respectively and there was no significant difference among residents and shop operators. However, residents demonstrated significantly higher scores in five key performance indicators (ranging from 6.8 to 7.6) as compared to the shop operators (ranging from 6.0 to 6.8) ($ps < .05$).
23. On average, residents rated the highest score (7.7 out of 10) on the assurance aspect, the second highest score on tangibles aspect (7.6) and the third highest score on empathy aspect (7.3). For shop operators, the top three scores were the same as residents, but the scores on assurance (6.8), empathy (6.5) and tangibles (6.4) were significantly lower compared to residents. Further, residents reported a score of 7.1 on responsiveness aspect and 6.8 on reliability aspect. For shop operators, the scores on responsiveness (6.2) and reliability (6.0) were significantly lower as compared to residents.



Level of Satisfaction with the services



24. In general, through in-depth interviews, residents and shop operators were satisfied with the services provided by SSTs. The key benefits were summarized as follows:

Reliability	<ul style="list-style-type: none">• In general, the services are reliable• Some SSTs could be able to complete committed things• Some SSTs could handle residents' complains properly
Responsiveness	<ul style="list-style-type: none">• Willingness and readiness for providing services from most of SSTs• Most of SSTs provide prompt responses
Tangibles	<ul style="list-style-type: none">• Most of SSTs provide sufficient facilities• The information / documents provided by most of SSTs are very clear
Empathy	<ul style="list-style-type: none">• Some SSTs could understand and care for the residents• Some SSTs could provide individual services to residents with different needs• Some SSTs could prioritize the interests of residents
Assurance	<ul style="list-style-type: none">• Feeling confidence and trust• Most of the social workers are in good attitudes• Most of the social workers have sufficient knowledge

Recommendations

25. With a thorough review of the feedbacks from users, the recommendations are as follows:

- a) To increase users' awareness and service utilization rate, it is recommended that SSTs could enhance their service promotion and inform users their target and service scopes. SSTs may consider adopting other social media means to approach the users who are busy at work or return home late.
- b) To increase users' understanding of redevelopment process, it is recommended that SSTs could strengthen their services in particular in the planning and acquisition stage.

- c) To alleviate the emotional stress of users, it is recommended to strengthen emotional support services to users in need.
- d) Noting that residents demonstrated significantly higher scores in five key performance indicators as compared to the shop operators, it is recommended that SSTs could allocate more resources to identify the needs of shop operators and strengthen the existing services on shop operators.
- e) It is recommended to strengthen the ongoing interactive communications between URA and SSTs such that SSTs could obtain regular updates of redevelopment process related to URA.
- f) It is recommended to adopt the KPIs after updating the latest status where appropriate in the next feedback survey.
- g) To facilitate continued monitoring of users' changing attitude and behaviour and their views during the redevelopment progress, it is recommended that the feedback survey should be conducted periodically. Considerations should also be given to conduct a longitudinal survey, so that changes over time could be more precisely monitored and analyzed.



Introduction

1. Background

Urban Renewal Fund

- 1.1 Buildings in Hong Kong are ageing at a very fast pace in the coming thirty years. According to the final report of Hong Kong 2030: Planning Vision and Strategy, there will be over 326,000 residential units in the buildings of aged 70 years or above in 2046. In the past 15 years of redevelopment projects, Urban Renewal Authority (URA) provided 18,000 new residential units. ¹
- 1.2 By the end of 2016, there are about 40,000 domestic and composite buildings whereas around 9,700 are over 50 years old. According to the recent projection conducted by URA, there are about 5,000 domestic and composite buildings in dilapidated condition, and by 2046 the estimated total number of domestic and composite buildings would be about 57,000, of which 28,000 are at the age of 50 or above.
- 1.3 A “people-centred, district-based, public participatory” approach should be adopted to carry out urban renewal. The key principles underlying the Governments’ approach to urban renewal are (a) owners whose properties are acquired or resumed for the implementation of redevelopment projects should be offered fair and reasonable compensation; (b) tenants affected by redevelopment projects should be provided with proper rehousing; (c) the

¹ Dynamic and Forward Looking, Annual Report 2015-2016, published by Urban Renewal Authority.

community at large should benefit from urban renewal; and (d) residents affected by redevelopment projects should be given an opportunity to express their views on the projects. ²

1.4 Since February 2002 till end of 2011, the social service teams (SSTs) assisting affected tenants and households in URA's redevelopment projects are directly funded by URA. In 2010, social work sector expressed grave reservations on such principal/agent relationship with URA which tends to turn them into part of URA's acquisition team and was therefore viewed with skepticism by affected owners/tenants. Social workers argued strongly that without trust established with their clients, it was very difficult for them to deliver their casework service. In order to provide a steady and independent source of funding for various supporting work, Urban Renewal Fund (URF), which acts as the trustee of the Trust Fund, has taken up the appointment of SSTs for providing assistance and counselling services to residents affected by the redevelopment projects implemented by URA in 2011. ³

1.5 With HK\$500 million endowed by URA, the URF endeavors to provide an independent funding source to support the operation of social service teams to provide assistance for residents affected by urban redevelopment projects implemented by URA, to support social impact assessments and other related planning studies to be proposed by the District Urban Renewal Forum and to support heritage preservation and district revitalization projects to be proposed by non-governmental organizations and other stakeholders in the overall context of urban renewal. ⁴

² People First: A District-Based and Public Participatory Approach to Urban Renewal: Urban Renewal Strategy Review, Development Bureau. October 2010.

³ Legislative Council Brief: People First: A District-Based and Public Participatory Approach to Urban Renewal: Urban Renewal Strategy Review. DEVB(PL-CR) 1-150/77. October 2010.

⁴ www.urfund.org.hk/

Urban Renewal Social Service Teams

1.6 In December 2016, four NGOs are engaged by the URF after the tendering process. Four NGOs are to operate five urban renewal social service teams (SSTs) to provide assistance to residents affected by redevelopment projects implemented by URA in the following five designated districts/projects under the contract term from January 2017 to December 2020: ⁵

- Christian Family Service Centre in Wong Tai Sin, Kwun Tong and Hong Kong Island
- The Salvation Army in Yau Tsim Mong and Shamshuipo
- Hong Kong Lutheran Social Service in Kowloon City: Chun Tin Street/Sung Chi Street and Kai Ming Street/Wing Kwong Street
- The Salvation Army in Kowloon City: Bailey Street/Wing Kwong Street
- St. James' Settlement in Kowloon City: Hung Fook Street/Ngan Hon Street and Hung Fook Street/Kai Ming Street and Wing Kwong Street

1.7 The status of the 16 redevelopment projects in which the SSTs are currently delivering services is as follows:

Table 1.1 Stage of development and number of existing households

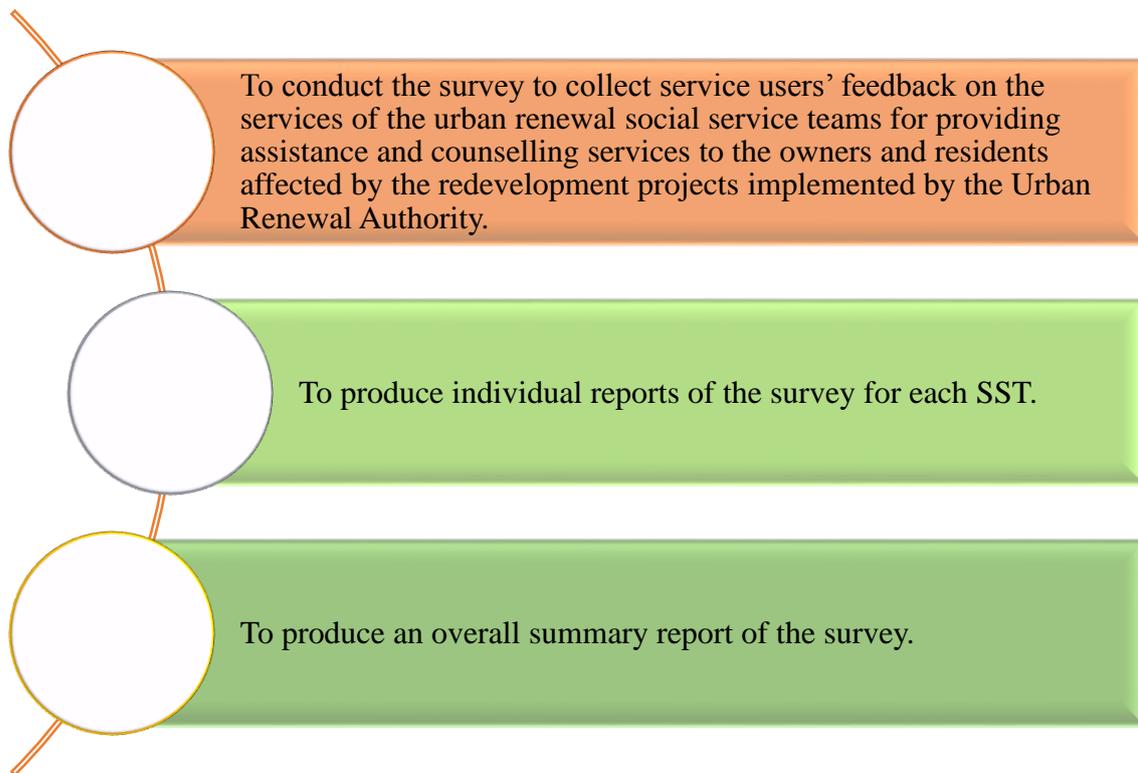
Stage of Development	Number of Projects	Number of Existing Households
Planning	3	430
Acquisition	10	2,770
Resumption	3	50
Total	16	3,250

⁵ http://www.urfund.org.hk/en_information.html

2. Objectives of the Research Study

2.1 The second two-year service contracts of the SSTs will be subject to their satisfactory performance in the first two years. In this regard, the Board of the URF has decided to appoint this Consultancy to conduct the service users' feedback survey for the SSTs being part of their performance assessment (Research Study).

2.2 The main objectives of the Research Study are as follows: -



3. Organization of the Research Report

3.1 The following information is provided in the present research report:



Chapter 1

provides a background of URF and SSTs and outlines the objectives of the Research Study.



Chapter 2

details the methodology of the Research Study including the evaluation framework, the procedures of data collection, data analysis plan and the responses from the users.



Chapter 3

presents the statistical results of the questionnaire survey.



Chapter 4

presents the qualitative views collected during the focus group discussions and in-depth interviews.



Chapter 5

summarizes the statistical results and qualitative views and provide recommendations.



Study Methodology

4. Framework of Evaluation

Kirkpatrick model

4.1 Several evaluation models have been reviewed for program evaluation and performance assessment, among them, Donald Kirkpatrick model (first developed in 1959) is the best-known and most widely used framework for program evaluation.⁶ Kirkpatrick model has served as the primary organizing design for the evaluations of training and learning. Kirkpatrick's model is easily understood, well-established and adopted in different evaluation programs including training and service evaluation. Kirkpatrick (1996) further elaborates the four levels of the model, namely reaction, learning, behaviour changes and results. Kirkpatrick's model is adopted in the current Research Study to evaluate the effectiveness of the services provided by SSTs.

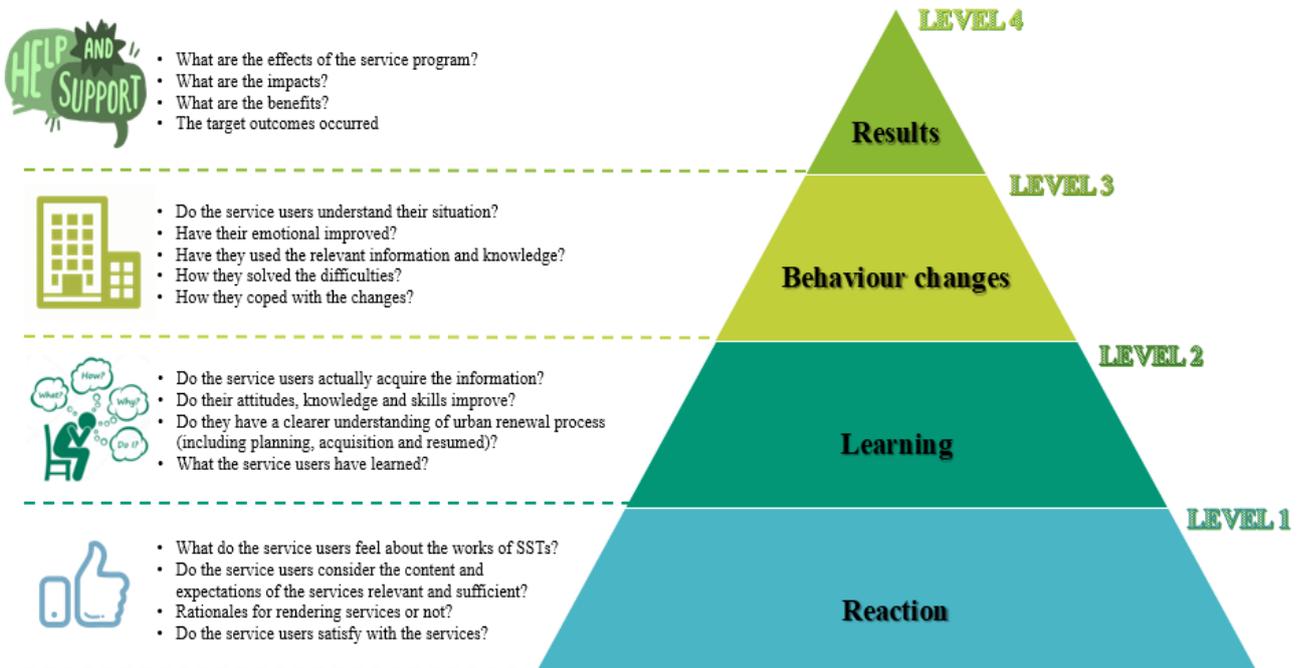
4.2 In Level 1, reaction is measured by taking feedback from the service users.⁷ Feedback to the content, expectations and rationales for rendering services or not are collected via questionnaire survey. Their needs for the assistance and counselling services are explored. The questionnaire survey was conducted after a certain period of provision of the services.

⁶ P. Tamkin, J. Yarnall & M. Kerrin. Kirkpatrick and Beyond: A review of models of training evaluation. Report. IES Research Networks, 2002.

⁷ Service users refer to residents (including owners and tenants) and shop operators (including owners and tenants) affected by the redevelopment projects implemented by the URA.

- 4.3 In Level 2 and Level 3, the learning and behaviour changes of the service users are measured by a questionnaire survey. The extent and service users' progress on skills learning and information are explored and assessed. The interviews are conducted with a well-structured questionnaire.
- 4.4 In Level 4, results evaluation is the effect and impact on the service users resulting from the service program. It measures the success of the service program. In-depth interviews and/or focus group discussions are conducted to gather in-depth views. All the coverage of the service program and results in Level 1, 2 and 3 are consolidated.
- 4.5 The framework of the evaluation and the methodologies adopted are illustrated as follows:

Diagram 4.1 Framework of evaluation



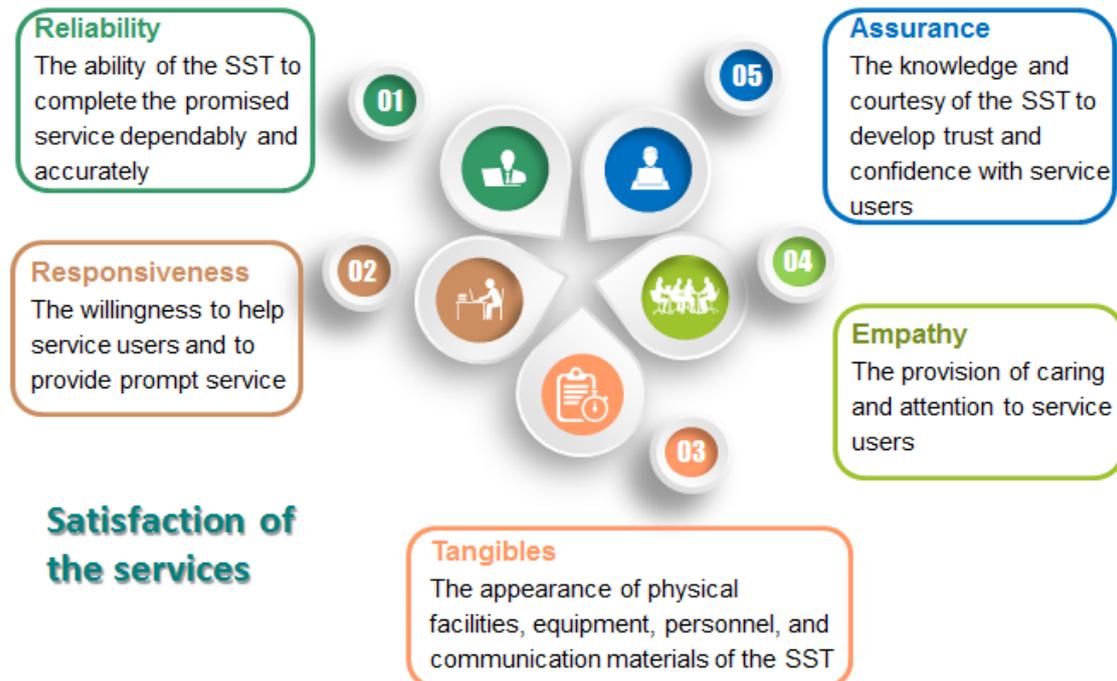
Framework of Key Performance Indicators

- 4.6 A good service evaluation that provides detailed and objective information for enabling improvements in program performance must be preceded by deliberation on the key questions to be answered by service users. Key Performance Indicators (KPIs) help frame evaluation questions as specifically and objectively as possible and divide broad evaluation questions into smaller and more manageable pieces.
- 4.7 Zeithaml and Bitner (1996)⁸ defined service quality as the delivery of excellent or superior service relative to user expectations. The evaluation of service quality is formed during the service supplying process. User's satisfaction with service is involved with perceptions of service received and expectations of service desired.
- 4.8 Parasuraman, Zeithaml and Berry (1988)⁹ identified five dimensions that service users perceive in service quality: reliability, responsiveness, assurance, empathy and tangibles. Reliability refers to the ability of the SST to complete the promised service dependably and accurately. Responsiveness is considered as the willingness to help service users and to provide prompt service. Assurance is defined as the knowledge and courtesy of the SST to develop trust and confidence with service users. Empathy is the provision of caring and attention to service users. Tangibles are the appearance of physical facilities, equipment, personnel, and communication materials of the SST.
- 4.9 Together with the overall satisfaction of the services, five KPIs of the service quality model is adopted for assessing the performance of the services provided by the SSTs.

⁸ Zeithaml, V., Bitner, M. 1996. *Services Marketing*. New York: McGraw-Hill.

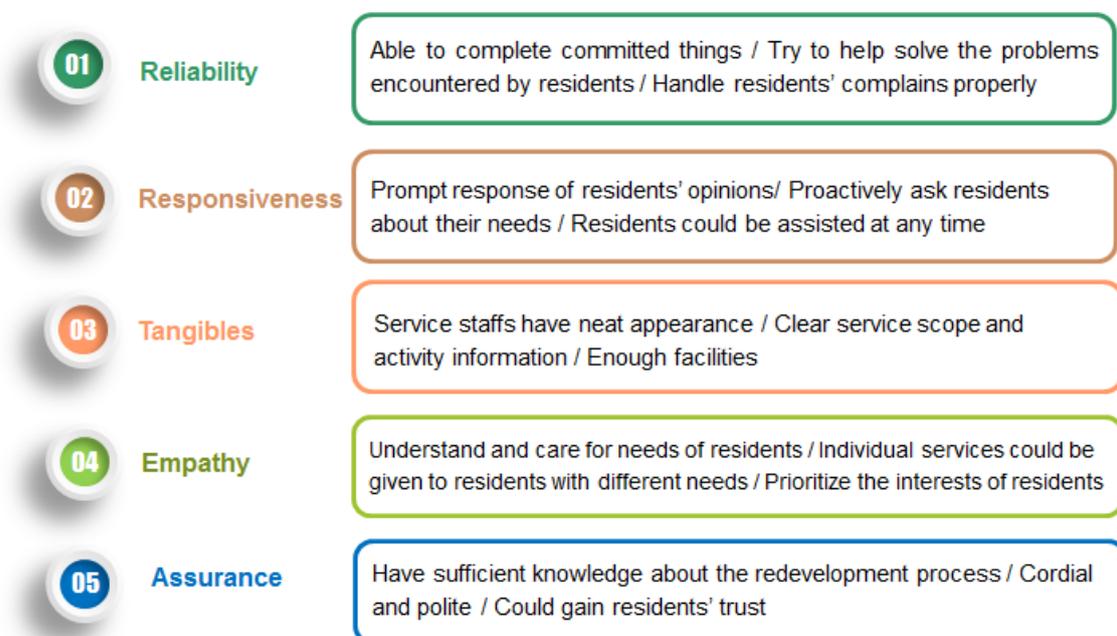
⁹ Parasuraman, A Parsu & Zeithaml, Valarie & Berry, Leonard. (1988). SERVQUAL: A multiple- Item Scale for measuring consumer perceptions of service quality. *Journal of retailing*.

Diagram 4.2 Key performance indicators



4.10 For each of the KPI, three question items are designed to collect the feedback from the service users.

Diagram 4.3 Question items of key performance indicators



Data analysis

- 4.11 Descriptive statistics were used to summarize findings of the questionnaire survey. This report focuses on (a) the holistic picture of feedbacks from the service users of the SSTs, and (b) its associations with selected social demographic variables, where appropriate.
- 4.12 More specifically, the data analysis adopted is as follows:
- (1) Summary of users' opinion for both residents and shop operators, expressed in terms of percentage distribution or mean scores;
 - (2) Cross-tabulations of residents' feedback ¹⁰ by (a) owners and tenants, (b) age group of residents i.e. aged below 60 and aged 60 or above, (c) three stages of redevelopment process, where appropriate; and
 - (3) Key performance indicators expressed in terms of mean scores.
- 4.13 Attention is drawn to the fact that some figures may not add up to the total or 100% due to rounding. Likewise, summation of percentages may exceed 100% since more than one answer(s) were allowed to be selected for some questions.
- 4.14 Independent sample t-test and one way analysis of variance (ANOVA) are used for testing differences between two groups of people and more than two groups of people respectively. All statistical tests were performed using a 5% level of significance, and a 95% confidence interval accompanied each estimate, where appropriate. All the statistical analyses are conducted by using IBM SPSS Statistics software version 24.0 (IBM SPSS Inc., Chicago, IL, USA).

¹⁰ Noting that the number of shop operators is small, only aggregate results are compiled and presented.

Research limitations

4.15 Although the final results are believed to be as accurate as practically possible through the implementation of a thorough data validation and processing procedures, there may still be sampling errors and non-sampling errors. The readers should bear in mind a number of limitations and the attempts to alleviate the impact of those limitations.

- *Data accuracy:* A retrospective cross-sectional approach was adopted and the results are considered as exploratory ones. Retrospective study relies on the memories of the experiences of the service users, which may vary in accuracy. To minimize the memory recalls, the Research Study adopted a detailed interview and all the users were informed of all the question items carefully before providing their comments.
- *Could not measure the behaviour changes:* Users' behaviour changes as stated in level 3 of the Kirkpatrick's model could not be measured in a cross-sectional questionnaire survey. In this circumstance, the current behaviour or emotions of users were collected and analyzed.
- *Random sampling of the target respondents in the planning and acquisition stages, not in the resumption stage:* Since some target respondents had moved out from the redevelopment sites, the random sampling method could not be applied in the cases of resumption stage. At last, about 30 residents and shop operators who moved out from the quarters were referred by the SSTs.
- *Insufficient samples of shop operators for detailed analysis:* The number of shop operators affected by the redevelopment projects is not large, therefore, only aggregate results are compiled and presented. Sub-group analysis is not conducted and presented as a small sample size would lead to a higher variability and bias.

5. Methodology

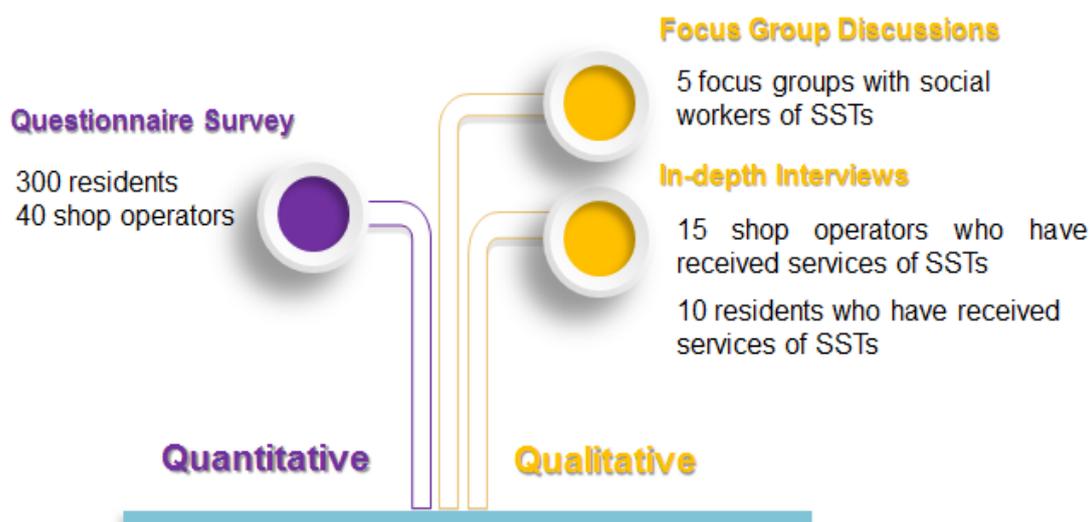
Target respondents

- 5.1 The target respondents of the Research Study are (1) residents (including owners and tenants) and (2) shop operators (including owners and tenants) affected by the redevelopment projects implemented by the URA.

Methods of data collection

- 5.2 While quantitative information via questionnaire survey was gathered in the Research Study, qualitative information was also obtained through in-depth interviews and focus group discussions with target respondents. The purpose of the qualitative information is to help draw up conclusion for the impacts of the service program after consolidation of the views from the target respondents.

Diagram 5.1 Methodology



Questionnaire survey

5.3 For questionnaire survey, a disproportionate stratified random sampling is adopted. The stratification factors are SSTs and stage of development (namely planning, acquisition and resumption stage). The effective sample size of the questionnaire survey is proposed as follows:

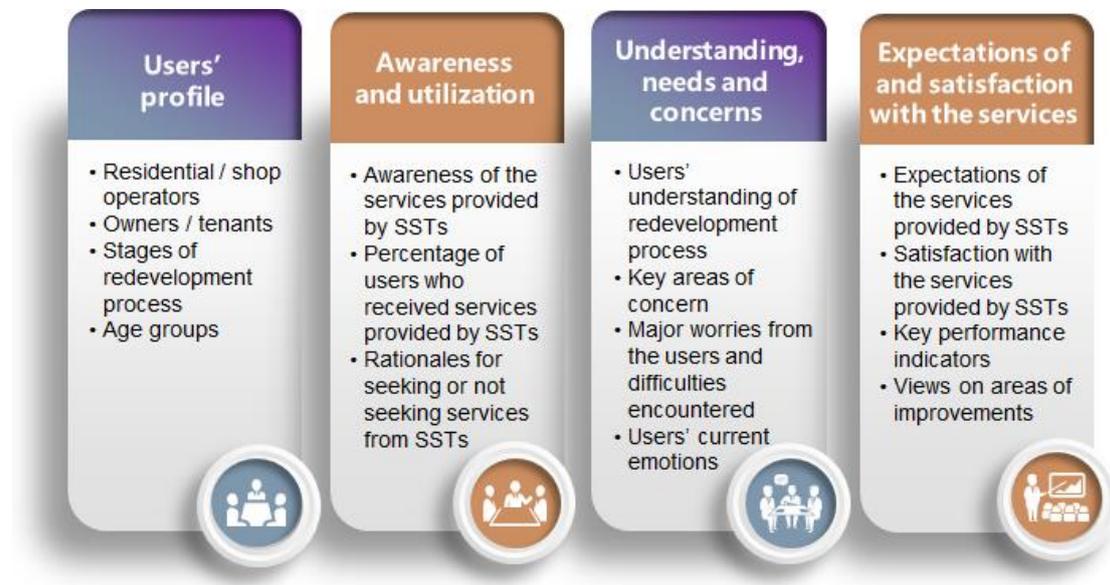
Table 5.2 The effective sample size of the questionnaire survey

Stage of Development	SSTs	Number of Existing Households and Shop Operators	Effective sample size
Planning	5 SSTs	430	50
Acquisition	5 SSTs	2,770	257
Resumption	5 SSTs	50	33
Total		3,250	340

5.4 Data were collected by face-to-face interviews. Interviewers visited the sampled households and shops, conducted interviews with the use of a Computerized Assisted Personal Interviewing (CAPI) system. For those cases who had moved out from the redevelopment projects, interviewers contacted them via telephones to arrange the interviews. Field managers had to accompany the interviewers and observe their work during the fieldwork period and provide them with technical support and advice whenever necessary.

5.5 After reviewing the information and details of the service programs, the questionnaire was designed to collect the feedbacks from the services users.

Diagram 5.3 Questionnaire design



- 5.6 Prior to the commencement of the main survey, a pilot study was conducted to test the effectiveness of the survey questionnaire and operational procedures. Each part of the questionnaire was fully tested.
- 5.7 To ensure the credibility of the collected data, the quality control measures had been implemented. All interviewers were trained before they were assigned to conduct the fieldwork. A briefing session and a de-briefing session were held to explain the fieldwork procedures and interview questions to the interviewers in order to enhance their understanding on the project and to facilitate their operation of the interviews.
- 5.8 All the information provided by service users should be kept confidential, and that users were informed that their participation was entirely voluntary and that they were free to withdraw from the Research Study at any time with no effect whatsoever on the service they received. Besides, the collected data were processed and analyzed in aggregate, without identification of individual participant.

Focus group discussions and in-depth interviews

5.9 In order to explore more in-depth views and feedbacks from the service users and social workers, 5 focus group discussions with social workers of SSTs, 15 in-depth interviews with shop operators who have received services of SSTs and 10 in-depth interviews with residents who have received services of SSTs were conducted. The discussion items are shown in the diagram below:

Diagram 5.4 The discussion items of focus group discussions and in-depth interviews



5.10 At the beginning of discussion, all the participants were informed that their participation was entirely voluntary and that they were free to withdraw from the Research Study at any time with no effect whatsoever on the service they received.

5.11 The qualitative views discussed in both focus group discussions and in-depth interviews were consolidated, analyzed and presented in different aspects.

6. Enumeration Results

6.1 The household face-to-face interviews were conducted during the period from July to September 2018. A total of 700 residential units and 100 non-residential units¹¹ were randomly selected from the redevelopment projects, and 300 residents and 47 shop operators were successfully enumerated, constituting response rates of 61% and 60% respectively. The enumeration results are summarized in the table below:

Table 6.1 Enumeration results of questionnaire survey

	Residents	Shop Operators
Total number of quarters sampled	700	100
Number of invalid quarters (e.g. vacant, unable to be reached)	207	22
Number of eligible quarters	493	78
Total number of valid quarters	493	78
Number of users refused to participate	52	5
Number of non-contact users	141	26
Number of users successfully enumerated	300	47
Response rate (%)	61%	60%

6.2 For residents, with an effective sample size of 300, based on simple random sampling, the precision level of the estimates is within the range of ± 5.7 percentage points at 95% confidence level.

6.3 For shop operators, with an effective sample size of 47, based on simple random sampling, the precision level of the estimates is within the range of ± 14.3 percentage points at 95% confidence level. Readers should take precautions in interpreting the findings.

¹¹ About 30 residents and shop operators who moved out from the quarters were referred by the SSTs.

6.4 The focus group discussions and in-depth interviews were conducted between June and September 2018. In total, 28 social workers, 16 residents and 11 shop operators participated in the in-depth interviews to provide their feedbacks on the services provided by SSTs. The enumeration results are summarized in the table below:

Table 6.2 Enumeration results of focus group discussions and in-depth interviews

	Social workers	Residents	Shop Operators
5 focus group discussions	28	-	-
25 In-depth interviews	-	16	11

7. Profiles of Users

- 7.1 Of 300 responded residents, about two-thirds (68.0%) were tenants and one-third (32.0%) were owners of residential units. About 91.3% of respondents (who were the head of the households) were aged below 60 and 8.7% was aged 60 or above. Over three quarters of households (79.3%) were in acquisition stage, 10.7% were in resumption stage and 10.0% were in planning stage of redevelopment process.
- 7.2 Of 47 responded shop operators, over half (57.4%) were tenants and the remaining (42.6%) were owners of non-residential units. Over three quarters of households (78.7%) were in acquisition stage, 2.1% were in resumption stage and 19.1% were in planning stage of redevelopment process.

Table 7.1 Profiles of users

	Residents		Shop Operators	
	Count	%	Count	%
Owners and tenants				
Owners	96	32.0%	20	42.6%
Tenants	204	68.0%	27	57.4%
Age groups				
Aged below 60	274	91.3%	-	-
Aged 60 or above	26	8.7%	-	-
Redevelopment stages				
Planning	30	10.0%	9	19.1%
Acquisition	238	79.3%	37	78.7%
Resumption	32	10.7%	1	2.1%
Total	300	100.0%	47	100.0%

7.3 Among the 300 residents who were successfully enumerated, 13.3% of them received services provided by Christian Family Service Centre (CFSC), 20.7% of them received services provided by The Salvation Army – Team 1 (Salvation Team 1), 23.7% of them received services provided by The Salvation Army – Team 2 (Salvation Team 2), 23.3% of them received services provided by St. James’ Settlement (St. James) and 19.0% of them received services provided by Hong Kong Lutheran Social Service (HKLSS).

7.4 Among the 47 shop operators who were successfully enumerated, higher proportions of them received services provided by CFSC (42.6%), followed by St. James (21.3%). The difference in distribution was mainly due to the nature of the project sites assigned to different SSTs.

Table 7.2 Distribution of responded residents and shop operators by SSTs (%)

	Residents	Shop Operators
Distribution by SSTs	100.0	100.0
Christian Family Service Centre	13.3	42.6
The Salvation Army – Team 1 (YM + SSP)	20.7	8.5
The Salvation Army – Team 2 (KC)	23.7	8.5
St. James’ Settlement	23.3	21.3
Hong Kong Lutheran Social Service	19.0	19.1

7.5 Broke down by owners and tenants of residential units, higher proportions of owners received services provided by Salvation Team 1 and CFSC while for tenants, higher proportions of them received services provided by Salvation Team 2 and St. James.

Table 7.3 Distribution of responded residents by SSTs by owners and tenants of residential units (%)

	Residents		
Distribution by owners and tenants	Owner of tenanted property	Owner-occupier	Tenants
Christian Family Service Centre	0.0	27.7	6.9
The Salvation Army – Team 1 (YM + SSP)	50.0	33.0	14.7
The Salvation Army – Team 2 (KC)	0.0	6.4	31.9
St. James’ Settlement	0.0	17.0	26.5
Hong Kong Lutheran Social Service	50.0	16.0	20.1
Total	100.0	100.0	100.0

7.6 Broke down by age groups of the residents, higher proportions of residents aged below 60 received services provided by Salvation Team 2, followed by St. James and Salvation Team 1. For residents aged 60 or above, higher proportions of them received services provided by St. James.

Table 7.4 Distribution of responded residents by SSTs by age groups (%)

Residents		
Distribution by age of residents	<60	60+
Christian Family Service Centre	13.5	11.5
The Salvation Army – Team 1 (YM + SSP)	21.2	15.4
The Salvation Army – Team 2 (KC)	24.5	15.4
St. James’ Settlement	21.9	38.5
Hong Kong Lutheran Social Service	19.0	19.2
Total	100.0	100.0

7.7 Broke down by stages of redevelopment process, two-third of residents in planning stage received services provided by Salvation Team 1 while the remaining one-third received services provided by CFSC. For residents in acquisition stage, more than a quarter of them received services provided by Salvation Team 2 (29.8%) and St. James (29.4%) respectively. For residents in resumption stage, a majority of them received services provided by Salvation Team 1.

Table 7.5 Distribution of responded residents by SSTs by stages (%)

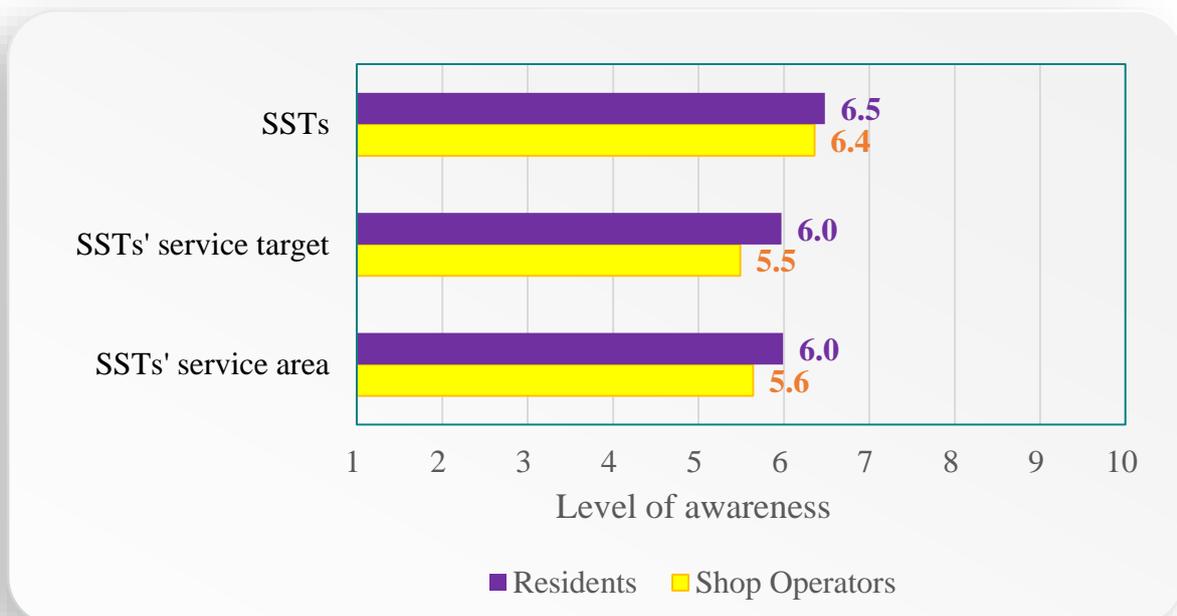
Residents			
Distribution by redevelopment stages	Planning	Acquisition	Resumption
Christian Family Service Centre	33.3	9.7	21.9
The Salvation Army – Team 1 (YM + SSP)	66.7	7.1	78.1
The Salvation Army – Team 2 (KC)	0.0	29.8	0.0
St. James’ Settlement	0.0	29.4	0.0
Hong Kong Lutheran Social Service	0.0	23.9	0.0
Total	100.0	100.0	100.0

8. Awareness and Utilization of Services Provided by SSTs

Awareness of the services provided by SSTs

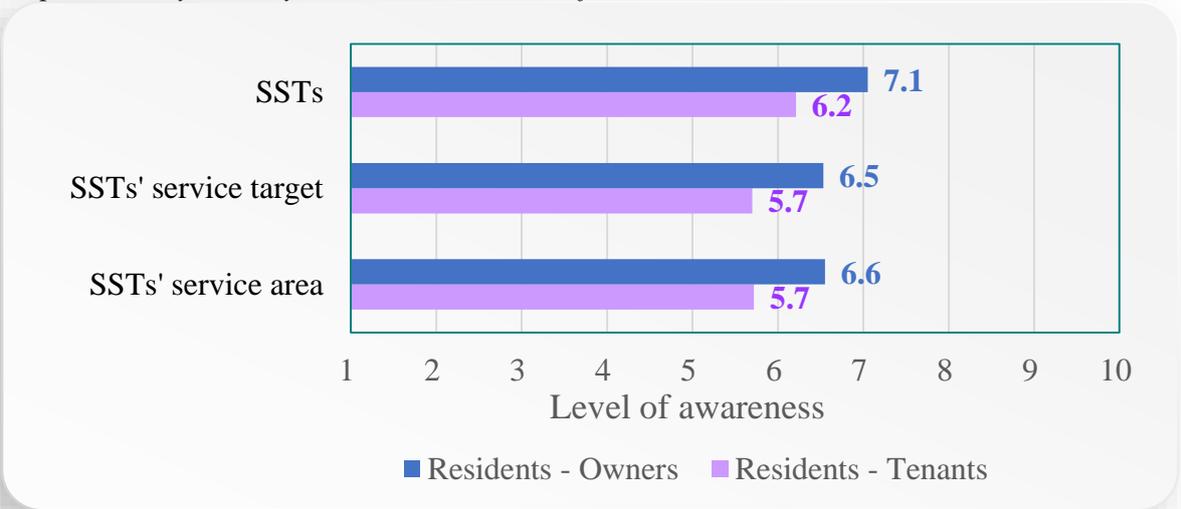
- 8.1 During the redevelopment process (no matter the users have received related services or not), users' awareness of SSTs and their service scope were solicited, with a 10-point Likert scale (1 = not at all aware and 10 = extremely aware of).
- 8.2 Users demonstrated a fair to good level of awareness of the services provided by SSTs with a score of 6.5 for residents and 6.4 for shop operators. Users reported fair levels of awareness of the service target and service area of SST with scores of 6.0 for residents and scores ranging from 5.5 to 5.6 for shop operators. The levels of awareness of residents on SSTs and their service scope (ranging from 6.0 to 6.5) were higher as compared to the shop operators (ranging from 5.5 to 6.4), but the differences were not statistically significant.

Chart 8.1 Users' level of awareness of the services, service target and service area provided by SSTs



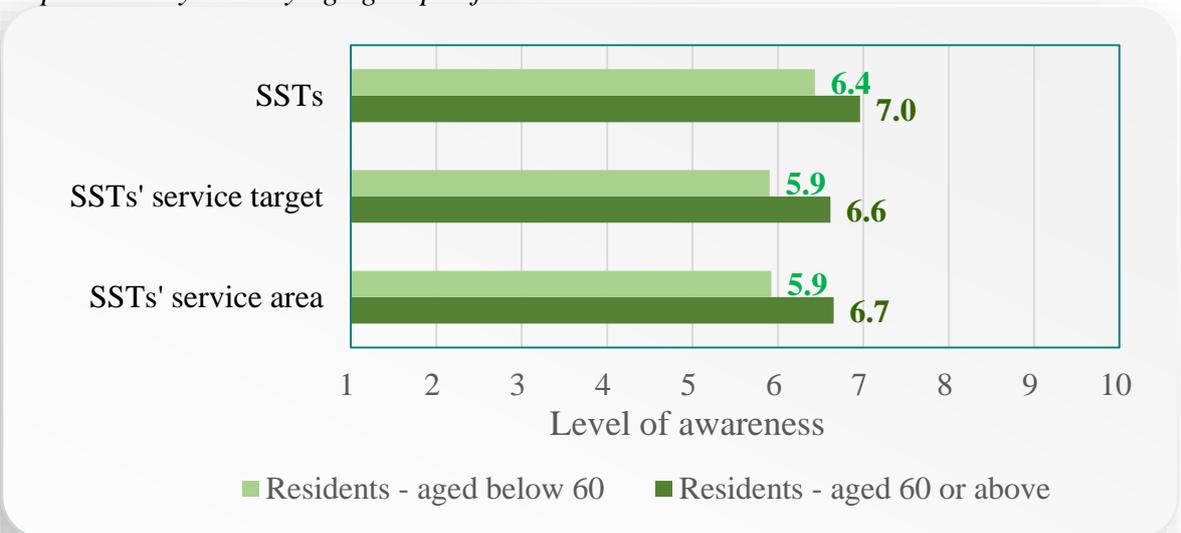
8.3 Analyzed by owners and tenants of residential units, the levels of awareness of owners on SSTs and their service scope (ranging from 6.5 to 7.1) were significantly higher as compared to the tenants (ranging from 5.7 to 6.2) ($ps < .05$).

Chart 8.2 Residents' level of awareness of the services, service target and service area provided by SSTs by owners and tenants of residential units



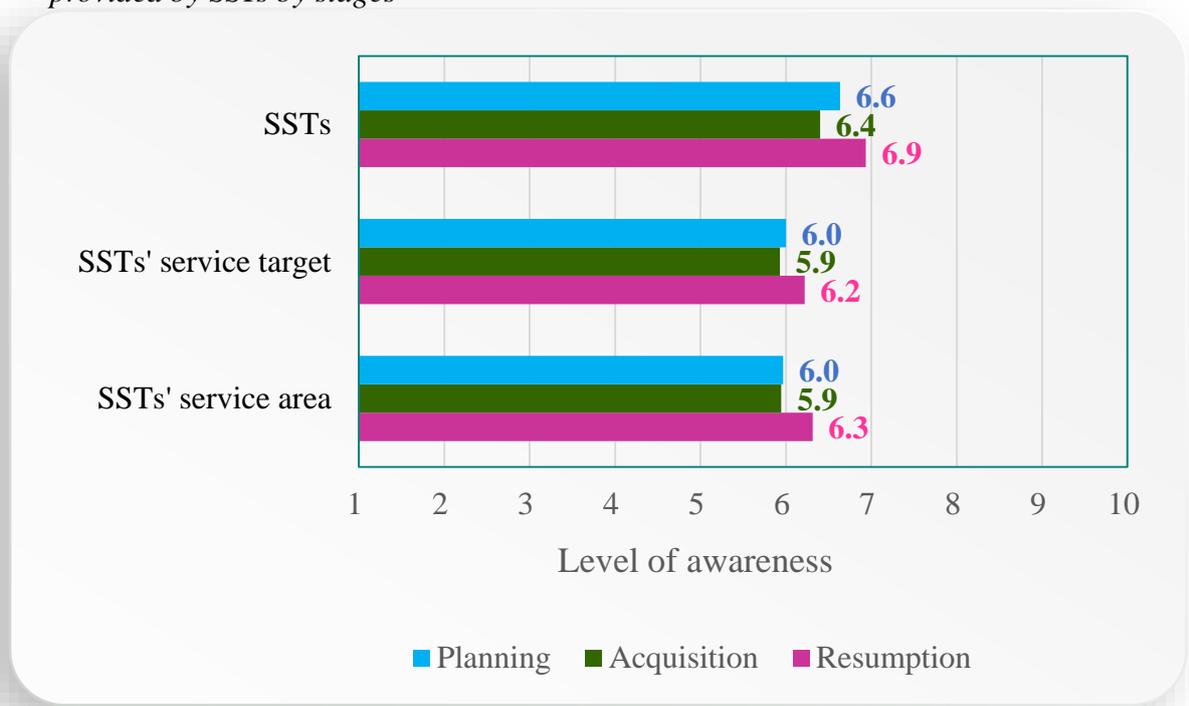
8.4 Analyzed by age groups of the residents, the levels of awareness of residents aged 60 or above on SSTs and their service scope (ranging from 6.6 to 7.0) were higher as compared to those residents aged below 60 (ranging from 5.9 to 6.4), but the differences were not statistically significant.

Chart 8.3 Residents' level of awareness of the services, service target and service area provided by SSTs by age groups of the residents



8.5 Analyzed by stages of redevelopment process, the levels of awareness of residents in the resumption stage on SSTs and their service scope (ranging from 6.2 to 6.9) were higher as compared to those residents in earlier stages (ranging from 5.9 to 6.6), but the differences were not statistically significant.

Chart 8.4 Residents' level of awareness of the services, service target and service area provided by SSTs by stages

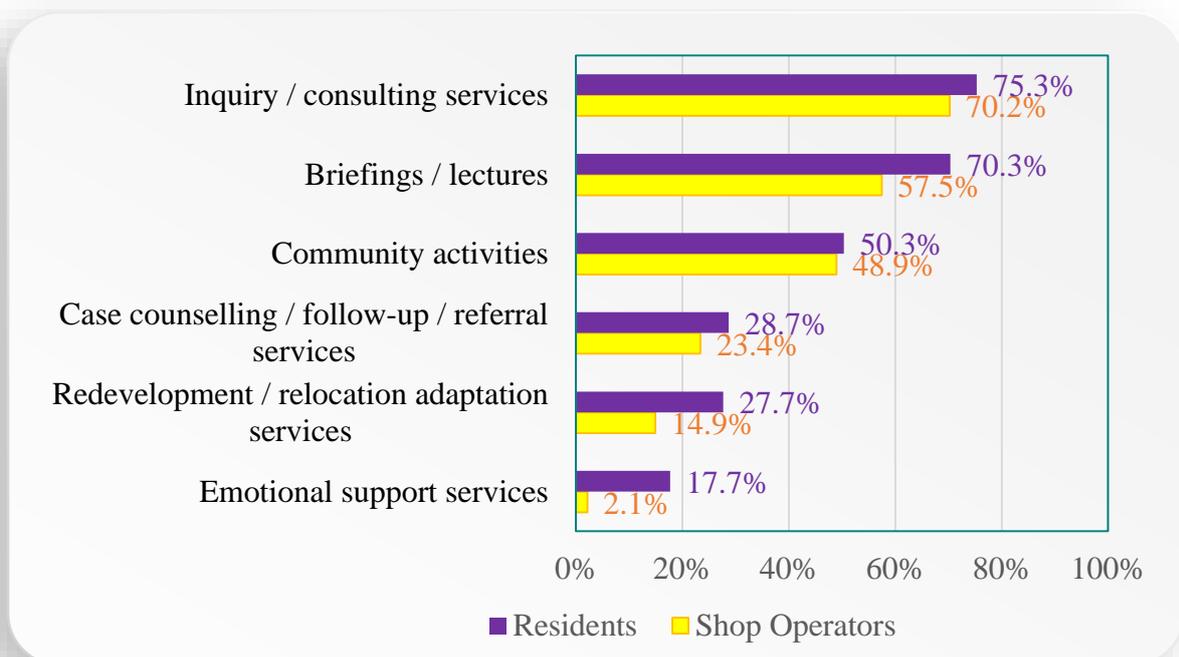


Percentage of users who received services provided by SSTs

8.6 During the redevelopment process, users were asked for whether they have ever joined or received services provided by SSTs.

8.7 About or over half of users received inquiry or consulting services (75.3% of residents and 70.2% of shop operators), briefings or lectures (70.3% of residents and 57.5% of shop operators) and community activities (50.3% of residents and 48.9% of shop operators). About one quarter of users received case counselling, follow-up or referral services (28.7% of residents and 23.4% of shop operators). About one quarter of users received case counselling, follow-up or referral services (28.7% of residents and 23.4% of shop operators). About one quarter of users received case counselling, follow-up or referral services (28.7% of residents and 23.4% of shop operators).

Chart 8.5 Percentage of users who received services provided by SSTs



8.8 Analyzed by owners and tenants of residential units, significantly higher proportions of owners received services provided by SSTs (ranging from 40.6% to 88.5%) as compared to the tenants (ranging from 6.9% to 69.1%) ($ps < .05$). It is worth noting that apart from the services related to redeveloping process, owners of residential units were in needs of case counselling, follow-up or referral services (61.5%) and redevelopment, relocation adaption services (56.3%).

Table 8.6 Percentage of users who received services provided by SSTs by owners and tenants of residential units

	Residents		
	Owners	Tenants	Total
Inquiry / consulting services	88.5	69.1	75.3
Briefings / lectures	84.4	63.7	70.3
Community activities	75.0	38.7	50.3
Case counselling / follow-up / referral services	61.5	13.2	28.7
Redevelopment / relocation adaptation services	56.3	14.2	27.7
Emotional support services	40.6	6.9	17.7

8.9 Further broke down by types of owners of residential units, higher proportions of owner-occupiers received services provided by SSTs (ranging from 40.4% to 89.4%) as compared to the owners of tenanted properties (ranging from 6.9% to 69.1%).

Table 8.7 Percentage of users who received services provided by SSTs by types of owners of residential units

	Owners of tenanted properties	Owner-occupiers	Tenants
Inquiry / consulting services	50.0	89.4	69.1
Briefings / lectures	50.0	85.1	63.7
Community activities	50.0	75.5	38.7
Case counselling / follow-up / referral services	50.0	61.7	13.2
Redevelopment / relocation adaptation services	50.0	56.4	14.2
Emotional support services	50.0	40.4	6.9

8.10 Analyzed by age groups of the residents, though the differences were not statistically significant, higher proportions of residents aged 60 or above received inquiry or consulting services, briefings or lectures and community activities as compared to the residents aged below 60.

Table 8.8 Percentage of users who received services provided by SSTs by age groups of the residents

	Residents		
	<60	60+	Total
Inquiry / consulting services	74.5	84.6	75.3
Briefings / lectures	69.3	80.8	70.3
Community activities	49.3	61.5	50.3
Case counselling / follow-up / referral services	28.8	26.9	28.7
Redevelopment / relocation adaptation services	28.1	23.1	27.7
Emotional support services	17.9	15.4	17.7

8.11 Analyzed by stages of redevelopment process, undoubtedly, significantly higher proportions of residents in the resumption stage received most of the services including briefings or lectures, community activities, case counselling or follow-up or referral services, redevelopment or relocation adaptation services and emotional support services as compared to the residents in the planning and acquisition stage ($p < .05$). However, there was no statistical difference for inquiry or consulting services in three stages.

Table 8.9 Percentage of users who received services provided by SSTs by stages

	Residents		
	Planning	Acquisition	Resumption
Inquiry / consulting services	73.3	73.5	90.6
Briefings / lectures	73.3	67.2	90.6
Community activities	63.3	43.3	90.6
Case counselling / follow-up / referral services	56.7	16.8	90.6
Redevelopment / relocation adaptation services	56.7	16.0	87.5
Emotional support services	26.7	9.7	68.8

8.12 Further broke down by types of owners of residential units and stages of redevelopment process, for owners, higher proportions of residents in the planning and resumption stage received most of the services as compared to the residents in the acquisition stage. However, for tenants, higher proportions of residents in the acquisition stage received inquiry or consulting services and briefings or lectures as compared to the residents in the planning and resumption stages.

Table 8.10 Percentage of users who received services provided by SSTs by owners and tenants of residential units and stages of redevelopment process

	Residents - Owners			Residents - Tenants		
	Planning	Acquisition	Resumption	Planning	Acquisition	Resumption
Inquiry / consulting services	90.0	83.1	100.0	65.0	70.4	40.0
Briefings / lectures	100.0	74.6	100.0	60.0	64.8	40.0
Community activities	90.0	61.0	75.0	50.0	37.4	40.0
Case counselling / follow-up / referral services	80.0	40.7	100.0	45.0	8.9	40.0
Redevelopment / relocation adaptation services	70.0	35.6	96.3	50.0	9.5	40.0
Emotional support services	50.0	23.7	74.1	15.0	5.0	40.0

Rationales for seeking or not seeking services from SSTs

- 8.13 Overall, about three quarters of users received services provided by SSTs (79.3% of residents and 72.3% of shop operators) and among them, the key rationales were obtaining information related to redevelopment (91.2% of residents and 94.1% of shop operators), seeking assistance (83.2% of residents and 52.9% of shop operators) and the service offered was helpful (78.2% of residents and 76.5% of shop operators).
- 8.14 On the contrary, about one quarter of users did not receive services provided by SSTs (20.7% of residents and 27.7% of shop operators) and among them, the top two rationales were “no need” (67.7% of residents and 61.5% of shop operators) and “no time” (64.5% of residents and 46.2% of shop operators).

Table 8.11 Rationales for seeking or not seeking services from SSTs (%)

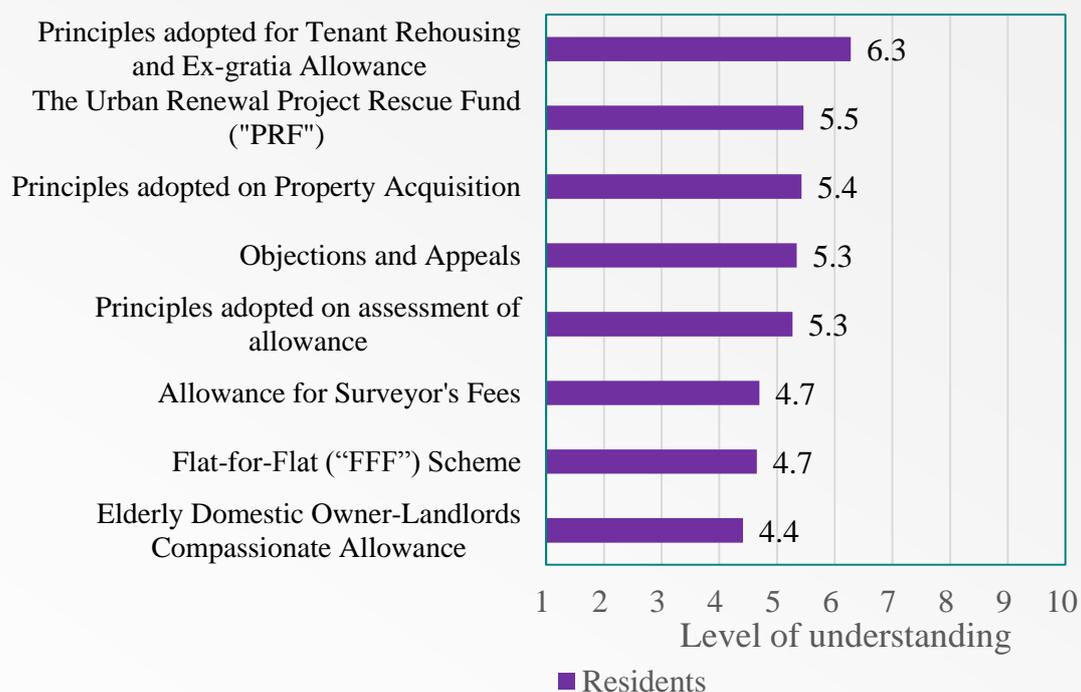
	Residents	Shop Operators
Received services provided by SSTs	79.3	72.3
Rationales (multiple responses):		
Could obtain information related to redevelopment	91.2	94.1
Assistance could be provided during redevelopment process	83.2	52.9
The service offered is helpful	78.2	76.5
Did not receive services provided by SSTs	20.7	27.7
Rationales (multiple responses):		
No need	67.7	61.5
No time	64.5	46.2
I think I could handle it myself	19.4	15.4
Do not know about the services	12.9	7.7
Someone else could offer help	6.5	0.0
Do not want to trouble others	4.8	0.0

9. Understanding, Needs and Concerns during the Redevelopment Process

Residents' understanding of redevelopment process

- 9.1 Residents' level of understanding about the urban redevelopment process (including planning, acquisition and resumption) were asked, with a 10-point Likert scale (1 = not understand at all and 10 = very good understanding).
- 9.2 Residents indicated a fair to good level of understanding on principles adopted for Tenant Rehousing and Ex-gratia Allowance with a score of 6.3 out of 10; fair levels of understanding on the Urban Renewal Project Rescue Fund (5.5), principles adopted on property acquisition (5.4), objections and appeals (5.3) and principles adopted on assessment of allowance (5.3); and low levels of understanding on allowance for surveyor's fee (4.7), Flat-for-Flat Scheme (4.7) and Elderly Domestic Owner-Landlords Compassionate Allowance (4.4).

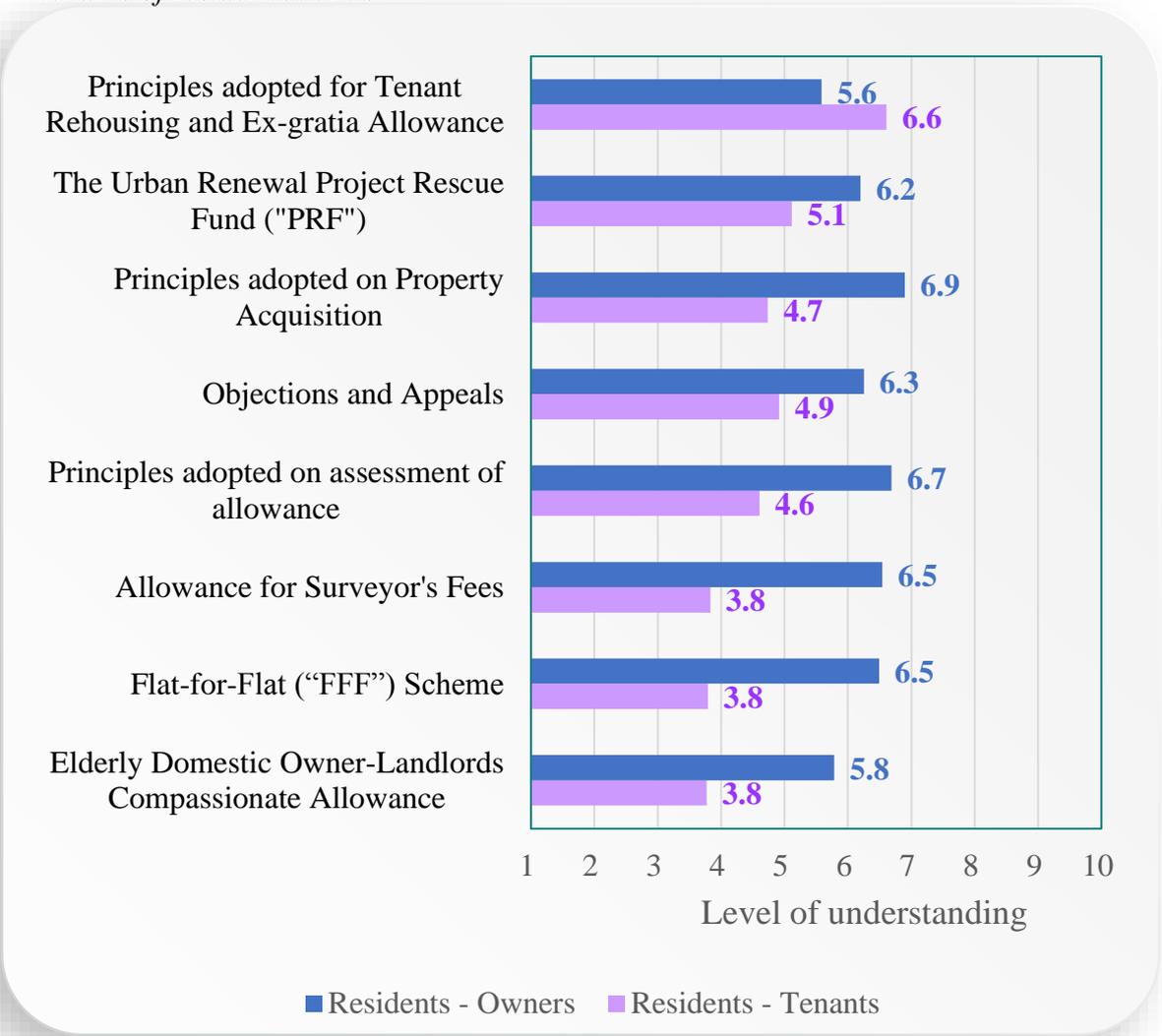
Chart 9.1 Residents' level of understanding of redevelopment process



9.3 Analyzed by owners and tenants of residential units, owners reported significantly high levels of understanding on the Urban Renewal Project Rescue Fund (6.2), principles adopted on property acquisition (6.9), objections and appeals (6.3), principles adopted on assessment of allowance (6.7), allowance for surveyor’s fees (6.5), Flat-for-Flat Scheme (6.5) and Elderly Domestic Owner-Landlords Compassionate Allowance (5.8) as compared to the tenants (ranging from 3.8 to 5.1) ($ps < .05$).

9.4 On the other hand, tenants of residential units indicated a significantly high level of understanding on principles adopted for Tenant Rehousing and Ex-gratia Allowance (6.6) as compared to the owners (5.6) ($p < .05$).

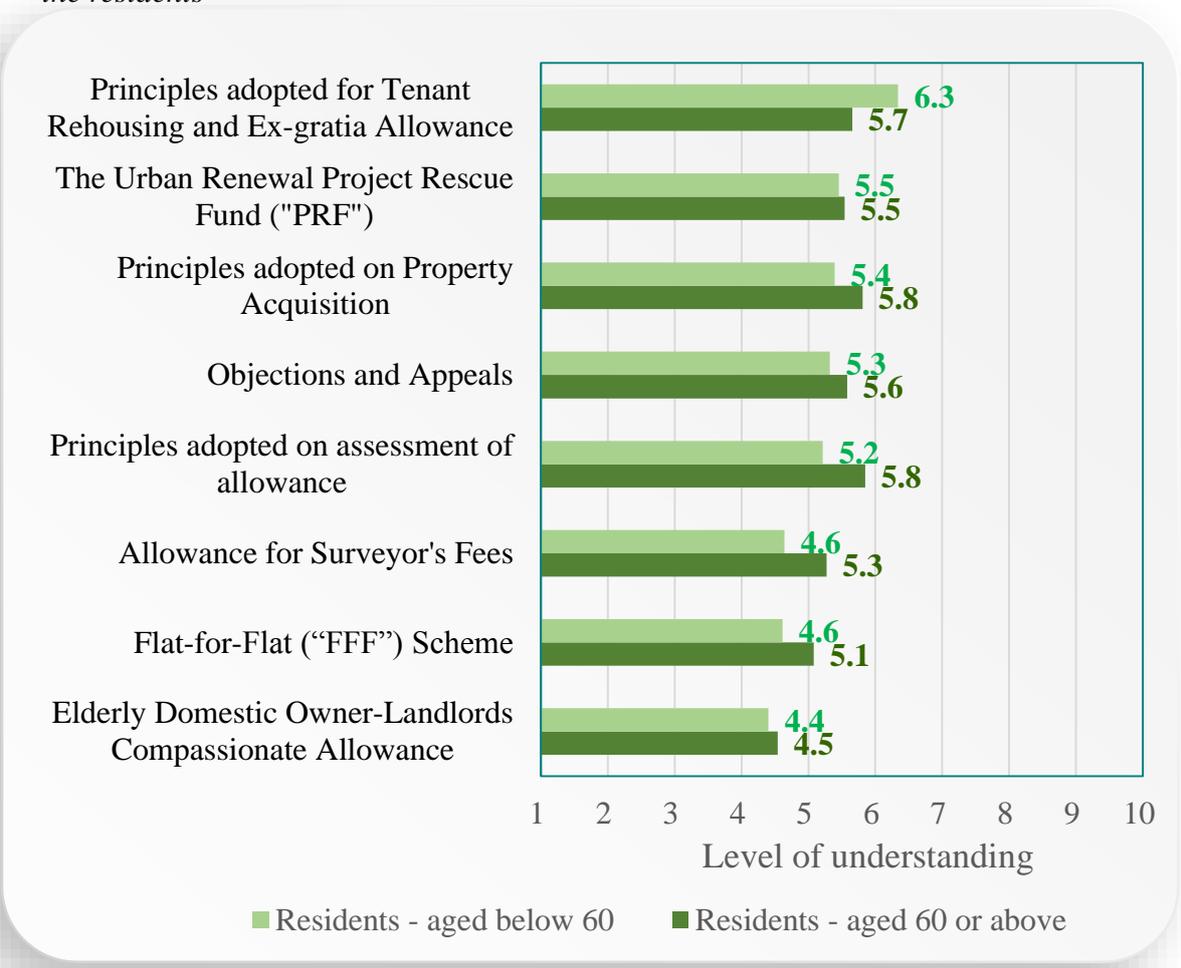
Chart 9.2 Residents’ level of understanding of redevelopment process by owners and tenants of residential units



9.5 Analyzed by age groups of the residents, residents aged below 60 reported significantly high level of understanding on the principles adopted for Tenant Rehousing and Ex-gratia Allowance (6.3) as compared to residents aged 60 or above (5.7) ($p < .05$). Noting that the proportion of owners was higher for residents aged below 60, their understanding on the issues related to tenants would be lower as compared to other groups.

9.6 For other aspects of level of understanding, no significant differences were found among residents aged below 60 and aged 60 or above.

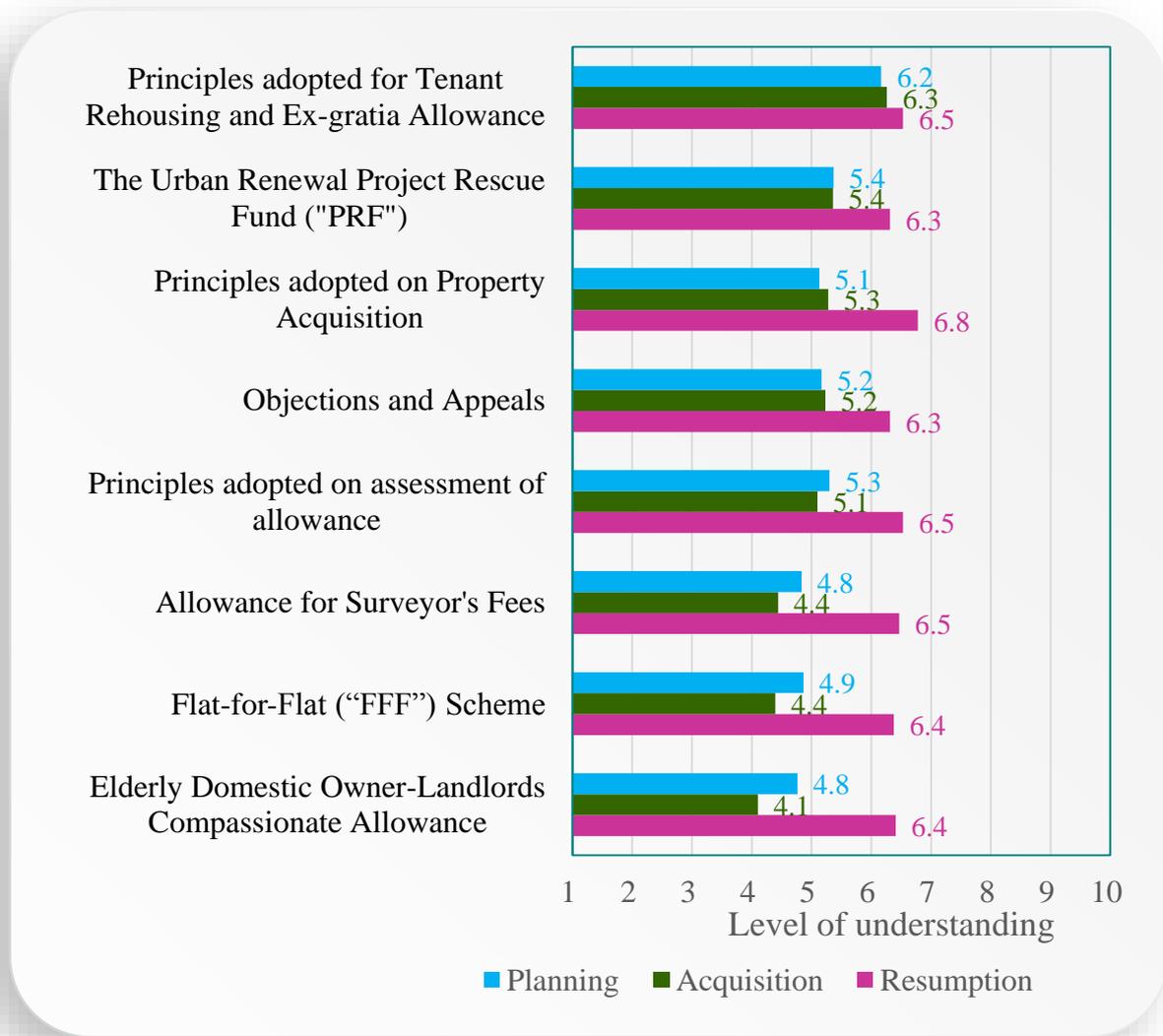
Chart 9.3 Residents' level of understanding of redevelopment process by age groups of the residents



9.7 Analyzed by stages of redevelopment process, residents in the resumption stage reported significantly high levels of understanding on the Urban Renewal Project Rescue Fund (6.3), principles adopted on property acquisition (6.8), objections and appeals (6.3), principles adopted on assessment of allowance (6.5), allowance for surveyor’s fees (6.5), Flat-for-Flat Scheme (6.4) and Elderly Domestic Owner-Landlords Compassionate Allowance (6.4) as compared to the residents in the planning and acquisition stage (ranging from 4.1 to 5.4) ($ps < .05$).

9.8 Regarding the principles adopted for Tenant Rehousing and Ex-gratia Allowance, no significant difference was found among residents in three stages of redevelopment process.

Chart 9.4 Residents’ level of understanding of redevelopment process by stages

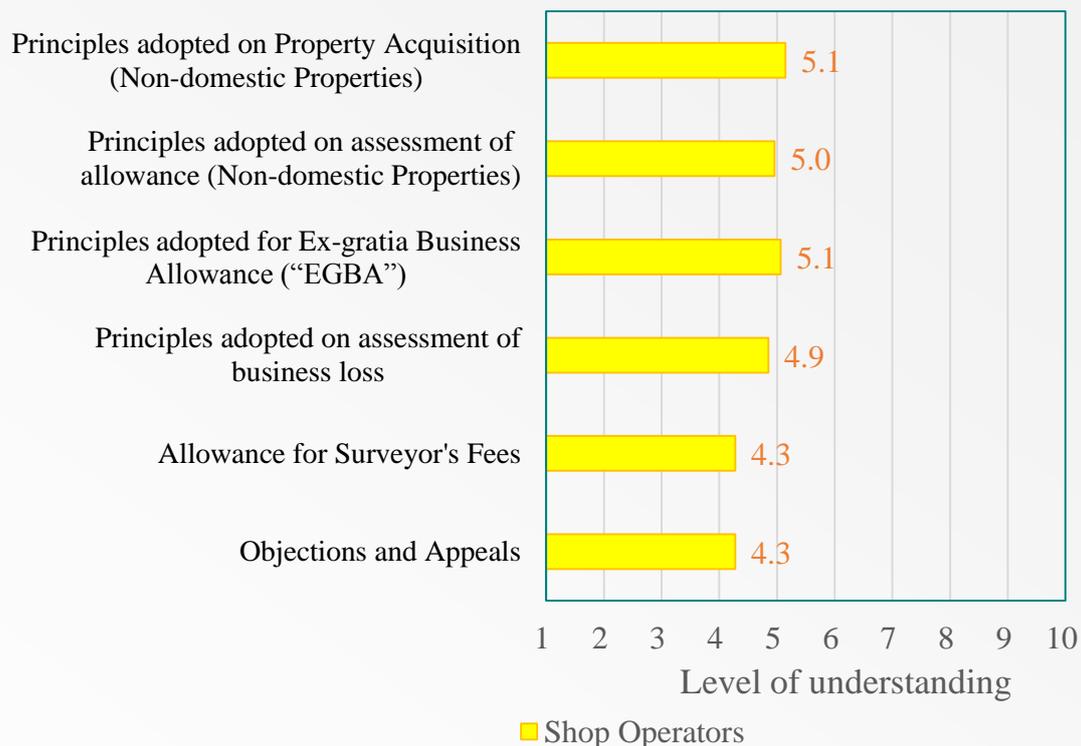


Shop operators' understanding of redevelopment process

9.9 Similarly, shop operators' level of understanding about the urban redevelopment process (including planning, acquisition and resumption) were asked, with a 10-point Likert scale (1 = not understand at all and 10 = very good understanding).

9.10 Shop operators indicated fair levels of understanding on the principles adopted on property acquisition of non-domestic properties (5.1), principles adopted on assessment of allowance of non-domestic properties (5.0), principles adopted for Ex-gratia Business Allowance (5.1) and principles adopted on assessment of business loss (4.9); and low levels of understanding on allowance for surveyor's fee (4.3) and objections and appeals (4.3).

Chart 9.5 Residents' level of understanding of redevelopment process

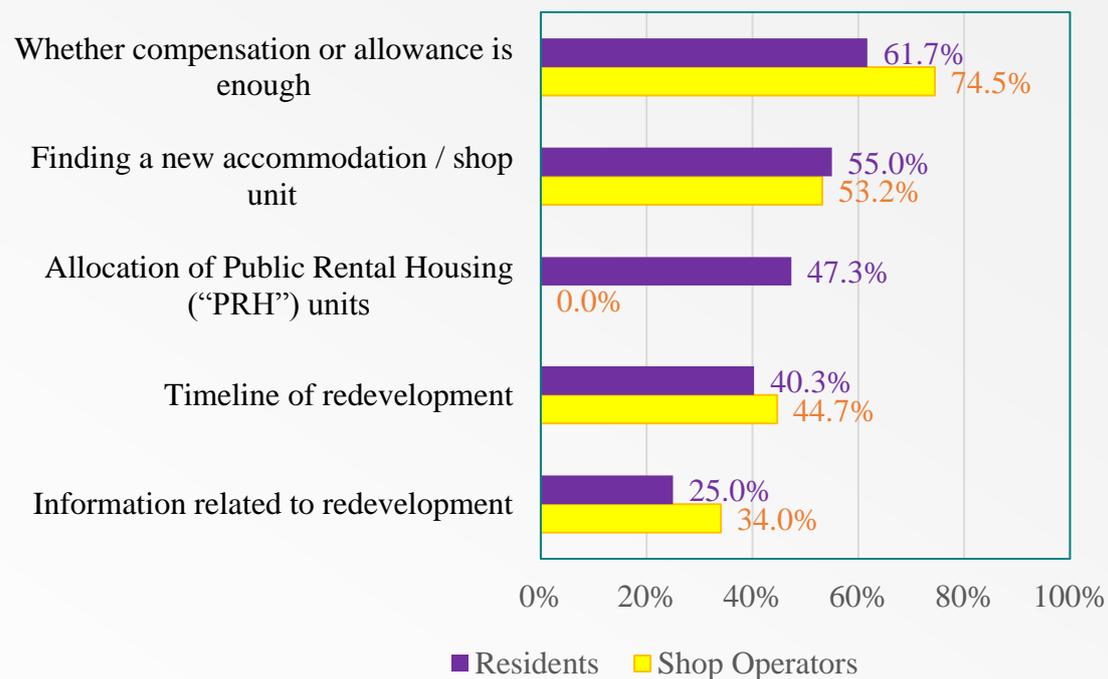


Key Areas of concern

9.11 Residents stated that the key areas of concern during the redevelopment process were the sufficiency of their compensation or allowance (61.7%), finding a new accommodation (55.0%), allocation of Public Rental Housing units (47.3%), timeline of redevelopment (40.3%) and information related to redevelopment (25.0%).

9.12 Shop operators indicated that the key areas of concern were the sufficiency of their compensation or allowance (74.5%), finding a new shop unit (53.2%), timeline of redevelopment (44.7%) and information related to development (34.0%).

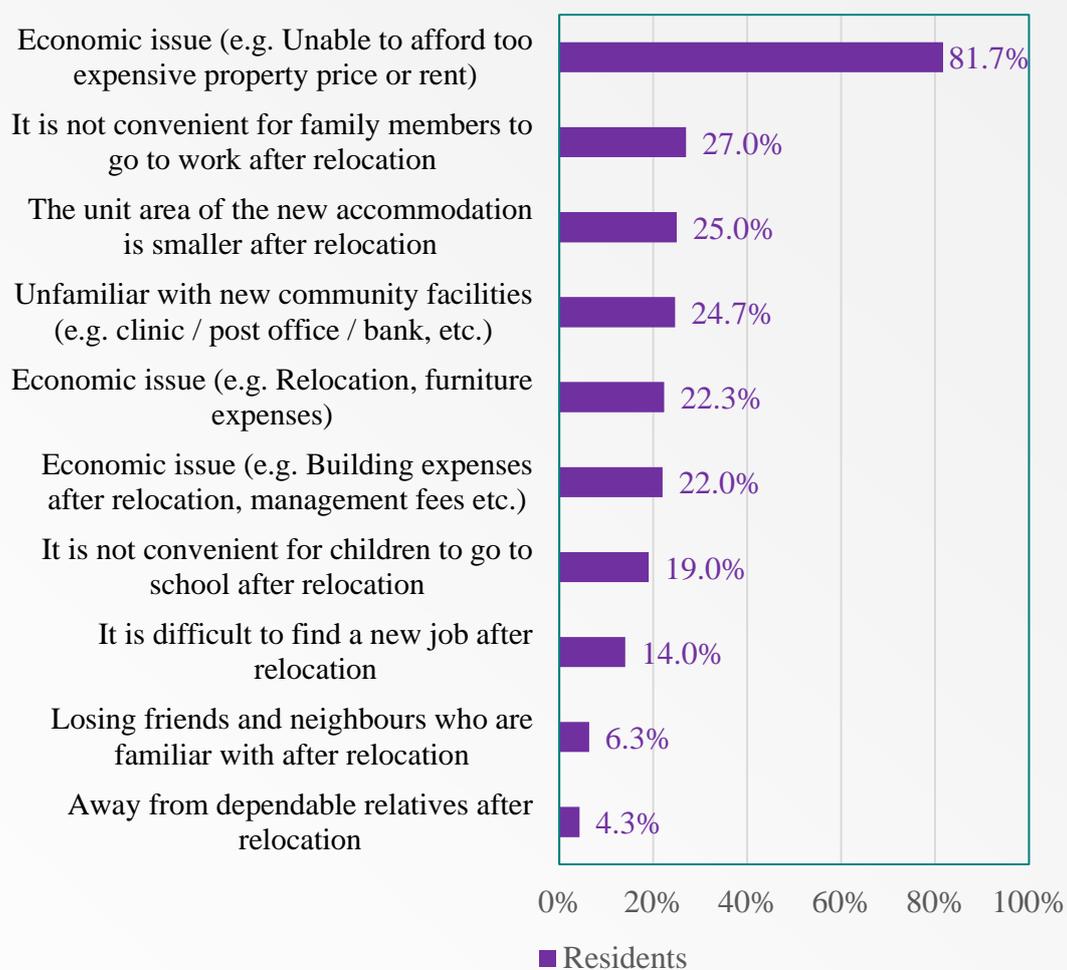
Chart 9.6 Users' key areas of concern (%)



Major worries from the residents

9.13 The majority of residents (81.7%) indicated that they felt worry for not being able to afford too expensive property price or rent. Other worries included inconvenience for family members to go to work after relocation (27.0%), the unit area of the new accommodation was smaller after relocation (25.0%), unfamiliar with new community facilities (24.7%), economic issue related to relocation and furniture expenses (22.3%), economic issue related to building expenses after relocation and management fees (22.0%) and inconvenience for children to go to school after relocation (19.0%).

Chart 9.7 Residents' major worries (%)

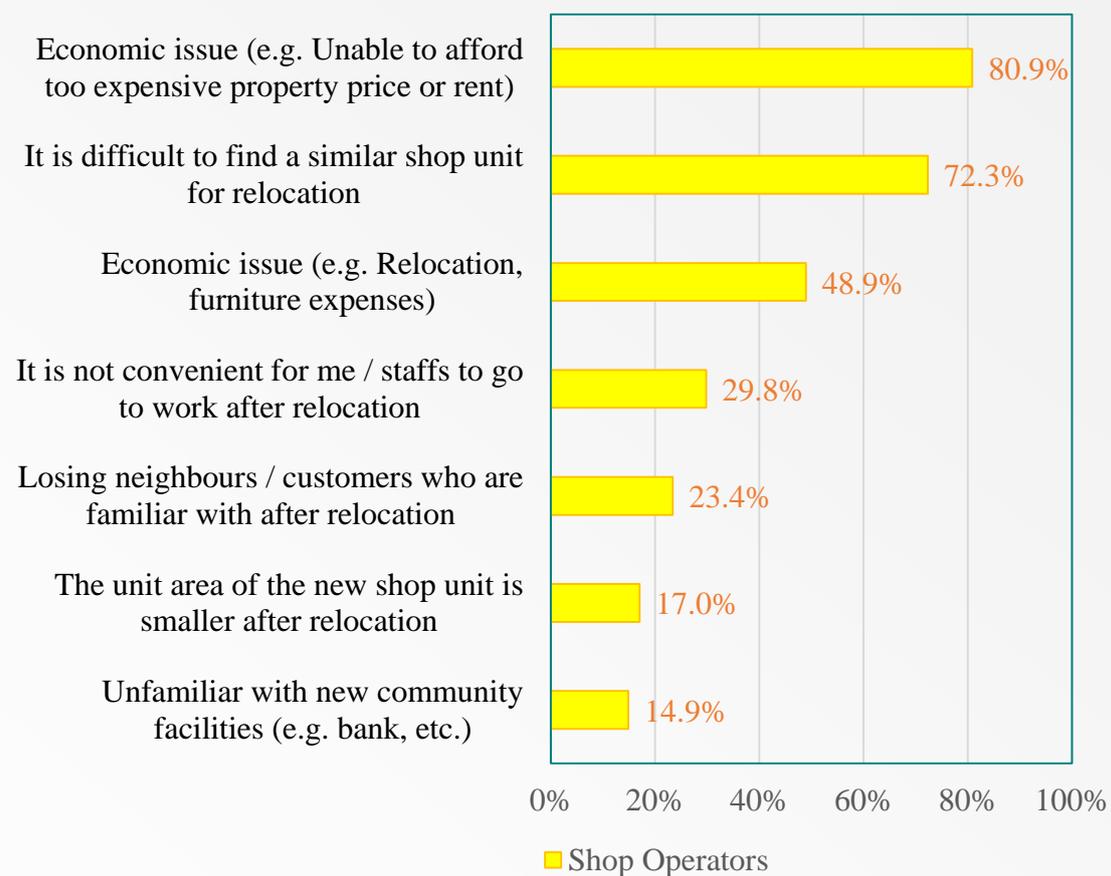


Major worries from the shop operators

9.14 The majority of shop operators (80.9%) indicated that they felt worry for not being able to afford too expensive property price or rent and difficult to find a similar shop unit for relocation (72.3%).

9.15 Other worries included economic issue related to relocation and furniture expenses (48.9%), inconvenience for the shop operators and their staff to go to work after relocation (29.8%) and losing neighbours or customers who were familiar with after relocation (23.4%).

Chart 9.8 Shop operators' major worries (%)

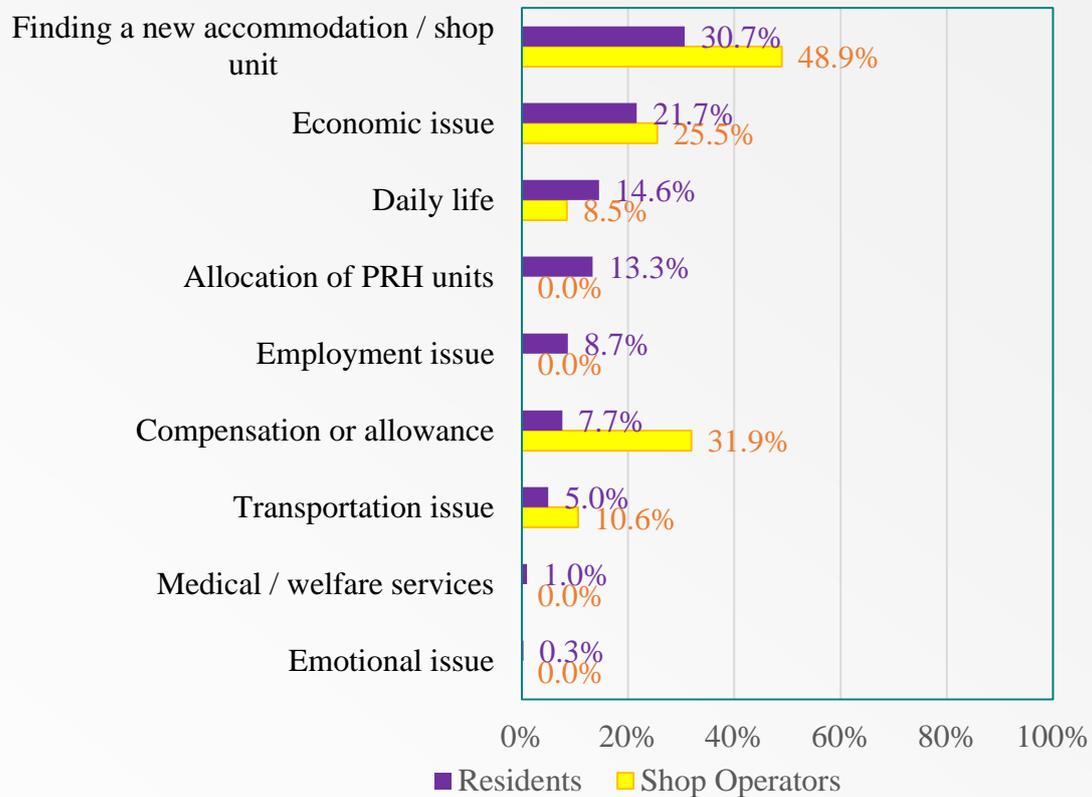


Difficulties encountered

9.16 During the redevelopment process, users encountered various difficulties. Residents indicated that their difficulties were finding a new accommodation (30.7%), economic issue (21.7%), daily life issue (14.6%) and allocation of Public Rental Housing units (13.3%).

9.17 Besides, shop operators reported difficulties including finding a new shop unit (48.9%), compensation or allowance (31.9%) and economic issue (25.5%).

Chart 9.9 Users' difficulties encountered during the redevelopment process (%)



9.18 Analyzed by owners and tenants of residential units, significantly higher proportions of owners reported difficulties in daily life issue (31.3%) and employment issue (16.7%) as compared to the tenants (6.9% and 4.9% respectively) ($p < .05$). For other reported difficulties, no significant differences were found among owners and tenants of residential units.

Table 9.10 Users' difficulties encountered by owners and tenants of residential units

	Residents		
	Owners	Tenants	Total
Finding a new accommodation	29.2	31.4	30.7
Economic issue	16.7	24.0	21.7
Daily life	31.3	6.9	14.7
Allocation of PRH units	8.3	15.7	13.3
Employment issue	16.7	4.9	8.7
Compensation or allowance	9.4	6.9	7.7
Transportation issue	6.3	4.4	5.0
Medical / welfare services	1.0	1.0	1.0
Emotional issue	1.0	0.0	0.3

9.19 Analyzed by age groups of the residents, no significant differences for all the reported difficulties were found among residents aged below 60 and aged 60 or above. Though the differences were not statistically significant, a higher proportion of residents aged 60 or above encountered daily life difficulties (26.9%) as compared to the residents aged below 60 (13.5%).

Table 9.11 Users' difficulties encountered by age groups of the residents

	Residents		
	<60	60+	Total
Finding a new accommodation	31.0	26.9	30.7
Economic issue	22.6	11.5	21.7
Daily life	13.5	26.9	14.7
Allocation of PRH units	13.5	11.5	13.3
Employment issue	9.1	3.8	8.7
Compensation or allowance	8.0	3.8	7.7
Transportation issue	5.5	0.0	5.0
Medical / welfare services	1.1	0.0	1.0
Emotional issue	0.0	3.8	0.3

9.20 Analyzed by stages of redevelopment process, undoubtedly, significantly higher proportions of residents in the resumption stage reported difficulties in daily life issue (37.5%) and employment issue (37.5%) as compared to the residents in the planning and acquisition stage ($p < .05$). For other reported difficulties, no significant differences were found among residents in the three stages of redevelopment process.

Table 9.12 Users' difficulties encountered by stages

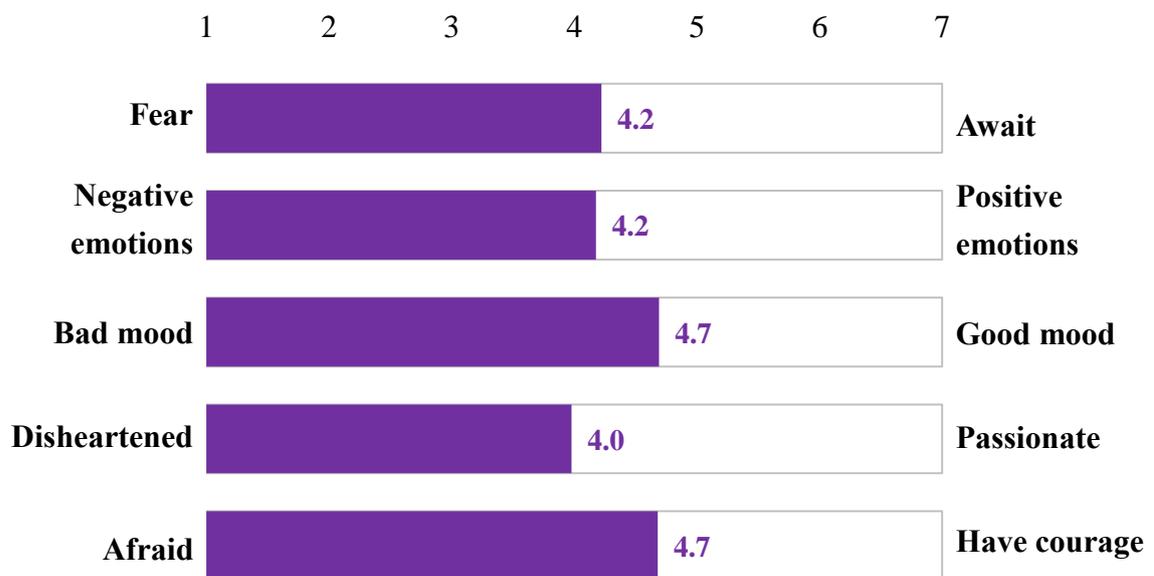
	Residents		
	Planning	Acquisition	Resumption
Finding a new accommodation	36.7	28.2	43.8
Economic issue	30.0	19.3	31.3
Daily life	20.0	10.9	37.5
Allocation of PRH units	6.7	15.1	6.3
Employment issue	13.3	4.2	37.5
Compensation or allowance	6.7	8.0	6.3
Transportation issue	13.3	3.8	6.3
Medical / welfare services	3.3	0.8	0.0
Emotional issue	0.0	0.4	0.0

Residents' emotions

9.21 When thinking about the future accommodation, residents' current emotions were recorded. Five pairs of words describing residents' current emotions were illustrated with 7-point Likert scale (1 = the most unpleasant feelings and 7 = the most pleasant feelings). The mid-point of 4 refers to a neutral feeling on current emotions.

9.22 In general, residents were neither fear nor await (score standing near mid-point, at 4.2), neither with negative nor positive emotions (4.2) and neither disheartened nor passionate (4.0). More residents indicated that they were in good mood (4.7) and have courage (4.7).

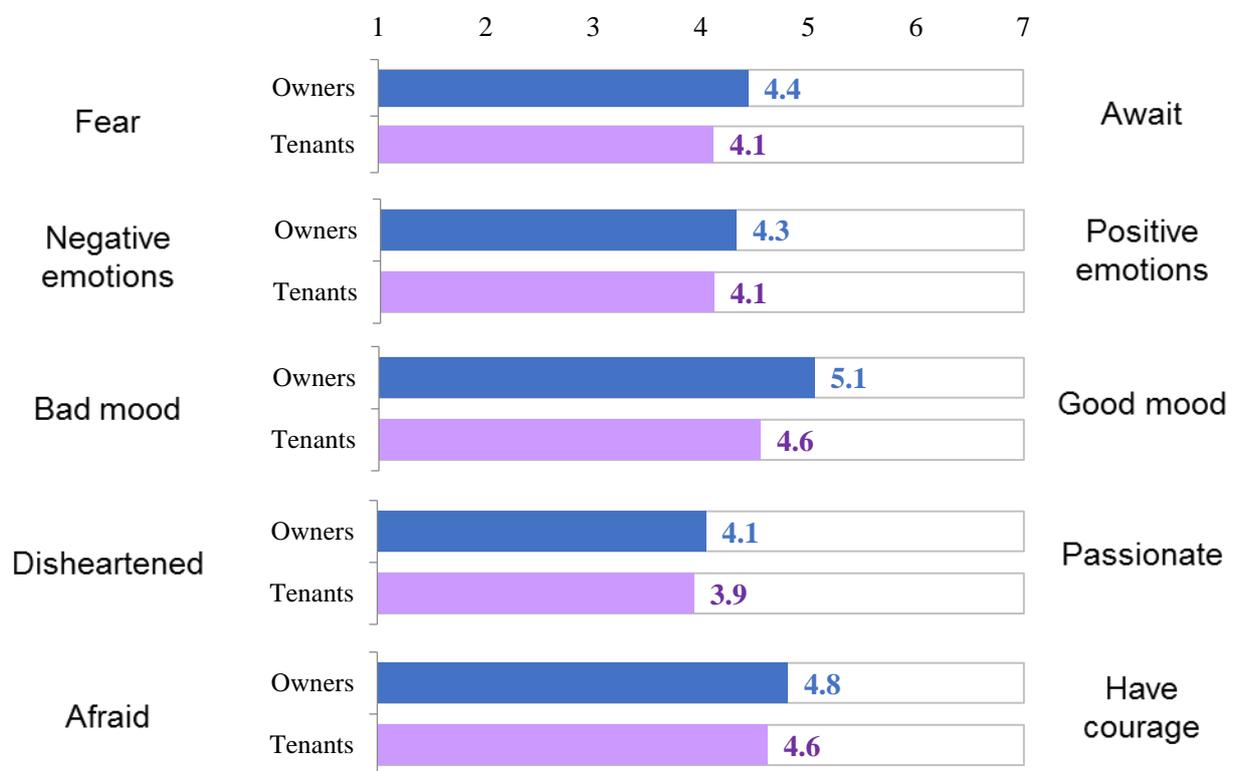
Table 9.13 Residents' current emotions



9.23 Analyzed by owners and tenants of residential units, owners demonstrated less fear (4.4) as compared to tenants (4.1) ($p < .05$) whereas owners demonstrated better mood (5.1) as compared to tenants (4.6) ($p < .05$).

9.24 For other self-assessed emotions, no significant differences were found among owners and tenants of residential units.

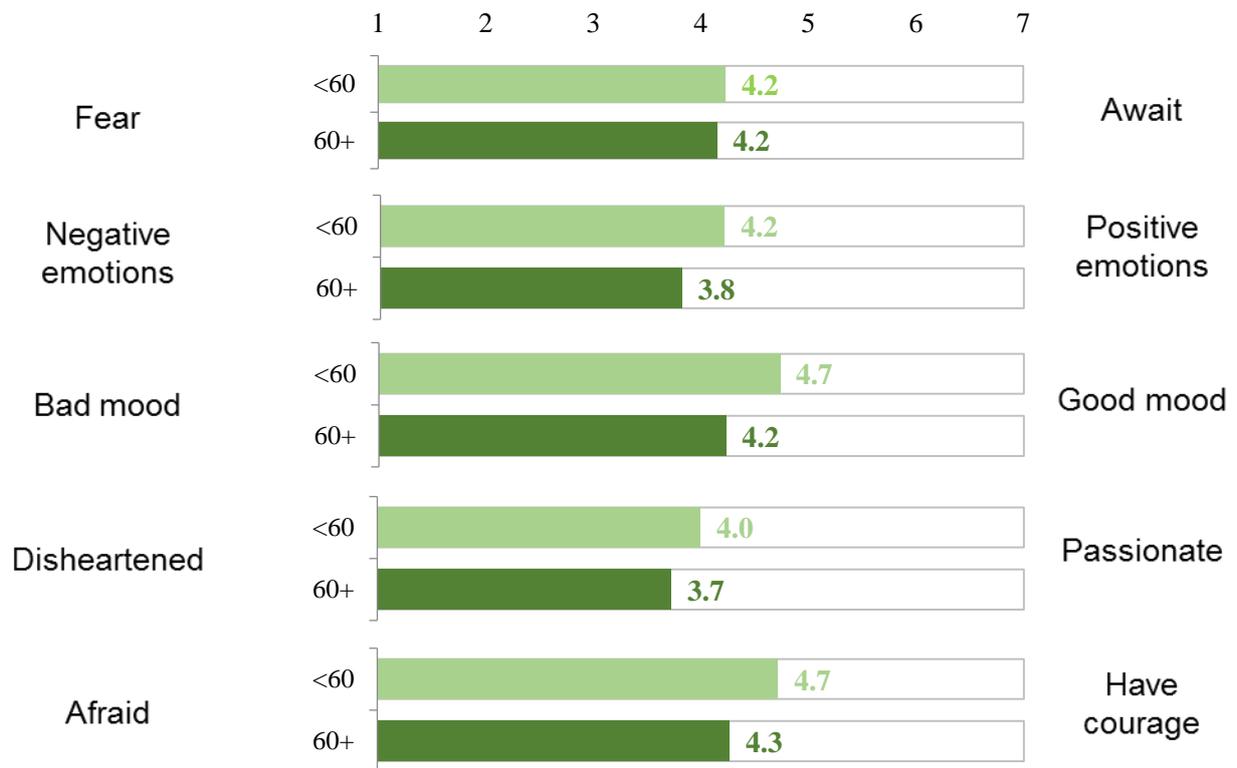
Table 9.14 Residents' current emotions by owners and tenants of residential units



9.25 Analyzed by age groups of the residents, residents aged below 60 demonstrated better mood (4.7) as compared to residents aged 60 or above (4.2) ($p < .05$).

9.26 For other self-assessed emotions, no significant differences were found among residents aged below 60 and aged 60 or above.

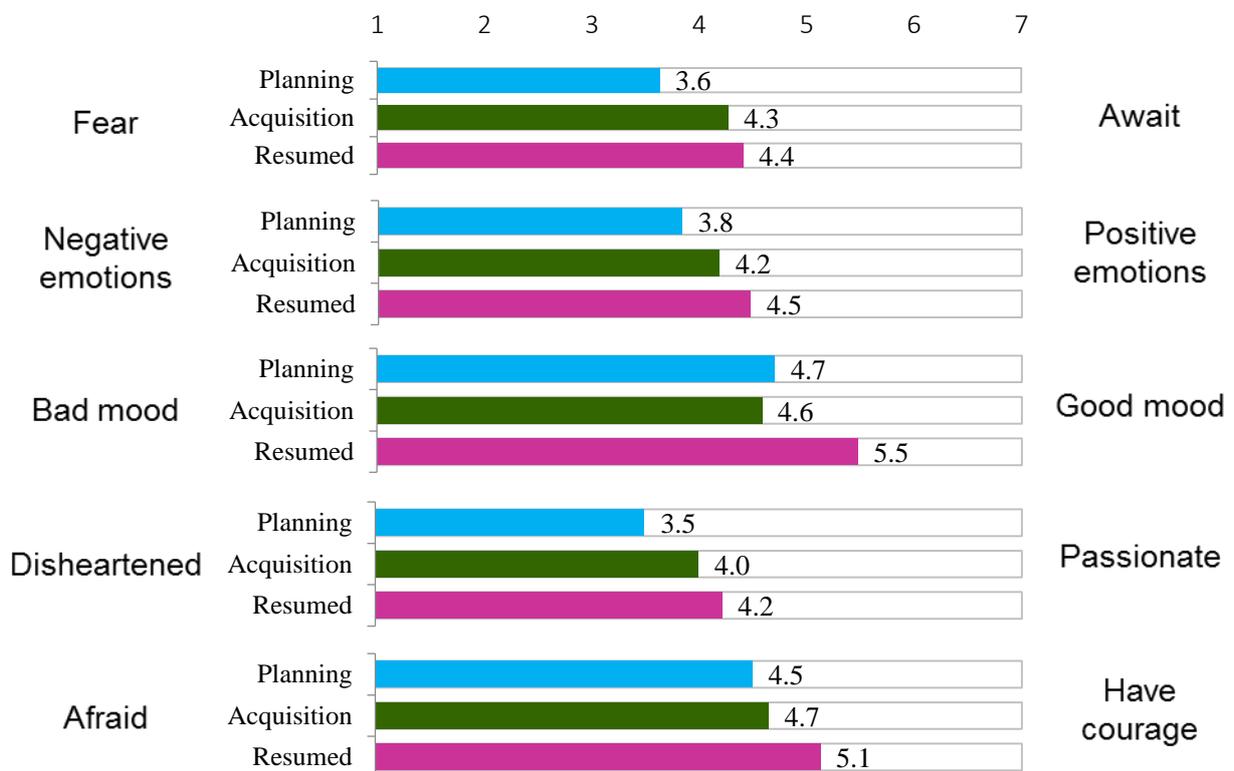
Table 9.15 Residents' current emotions by age groups of the residents



9.27 Analyzed by stages of redevelopment process, residents in the resumption stage demonstrated less fear (4.4) as compared to residents in the planning (3.6) and acquisition (4.3) stage ($p < .05$) whereas residents in the resumption stage also demonstrated better mood (5.5) as compared to residents in the planning (4.7) and acquisition (4.6) stage ($p < .05$). Residents in the resumption stage also demonstrated less disheartened (4.2) as compared to residents in the planning (3.5) and acquisition (4.0) stage ($p < .05$). And residents in the resumption stage demonstrated more courage (5.1) as compared to residents in the planning (4.5) and acquisition (4.7) stage ($p < .05$).

9.28 For emotions, no significant difference was found among residents in the three stages of redevelopment process.

Table 9.16 Residents' current emotions by stages

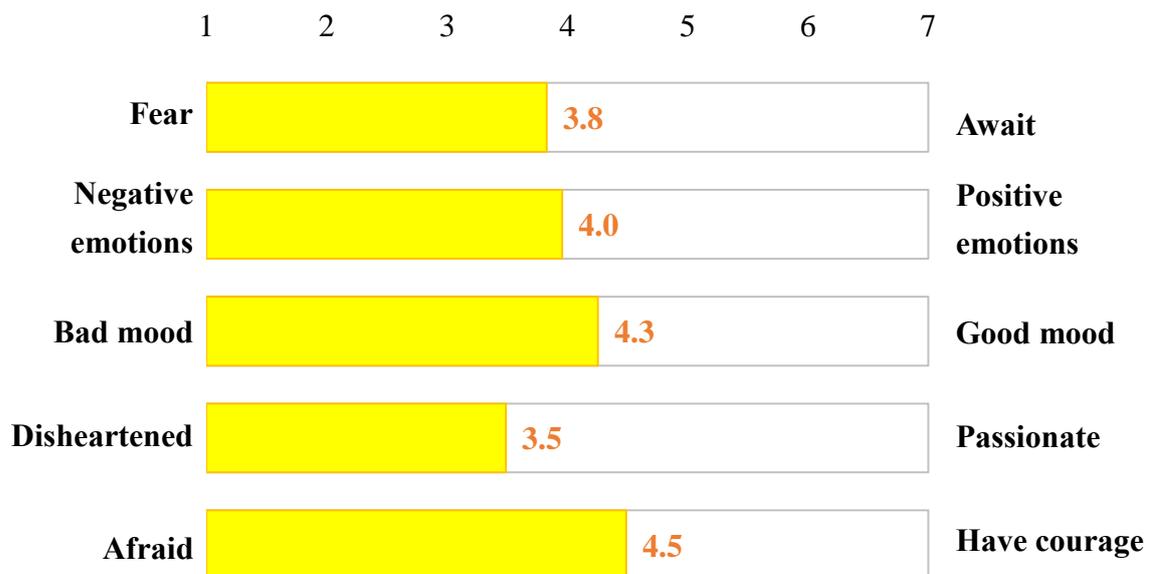


Shop operators' current emotions

9.29 When thinking about the future accommodation, shop operators' current emotions were recorded. Five pairs of words describing shop operators' current emotions were illustrated with 7-point Likert scale (1 = the most unpleasant feelings and 7 = the most pleasant feelings). The mid-point of 4 refers to a neutral feeling on current emotions.

9.30 In general, shop operators were neither fear nor await (score standing near mid-point, at 3.8), neither with negative nor positive emotions (4.0) and neither nor good mood (3.7). However, more shop operators indicated that they were disheartened (3.5).

Table 9.17 Shop operators' current emotions

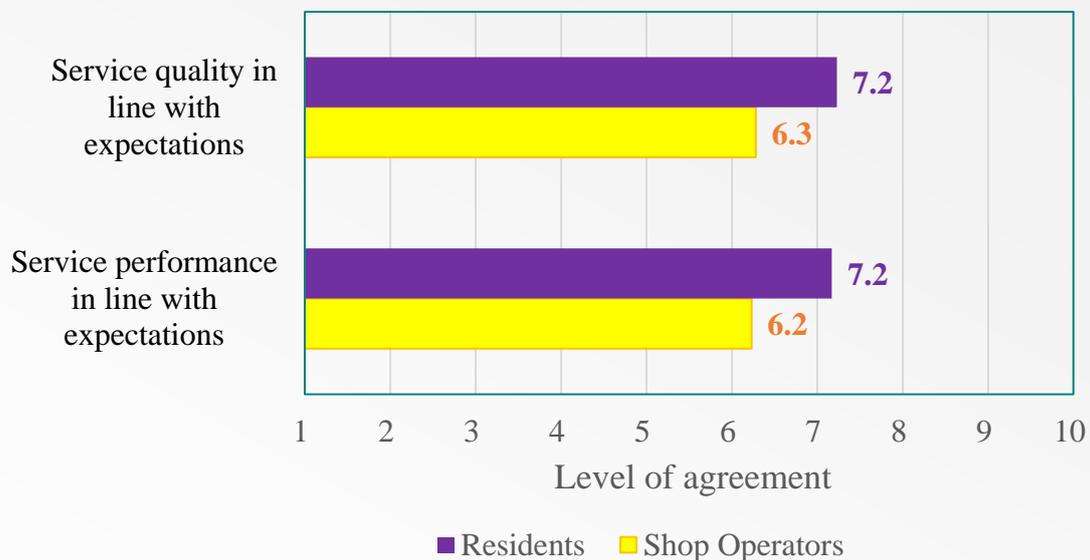


10. Expectations of and Satisfaction with the Services

Expectations of the services provided by SSTs

- 10.1 During the redevelopment process, users' expectations on the services provided by SSTs were examined, with a 10-point Likert scale (1 = strongly disagree and 10 = strongly agree).
- 10.2 Residents agreed that services quality (7.2 out of 10) and service performance (7.2 out of 10) of SSTs were in line with their expectations. As compared to residents, shop operators demonstrated significantly lower levels of agreements that services quality (6.3 out of 10) and service performance (6.2 out of 10) of SSTs were in line with their expectations ($ps < .05$).

Chart 10.1 Users' expectations of the services provided by SSTs



Satisfaction with the services provided by SSTs

10.3 Users' satisfaction with services provided by SSTs during the redevelopment process was asked, with a 10-point Likert scale (1 = very dissatisfied and 10 = very satisfied). The score of 1 to 5 refers to those who were not satisfied with the services whereas the score of 6 to 10 refers to those who were satisfied with the services.

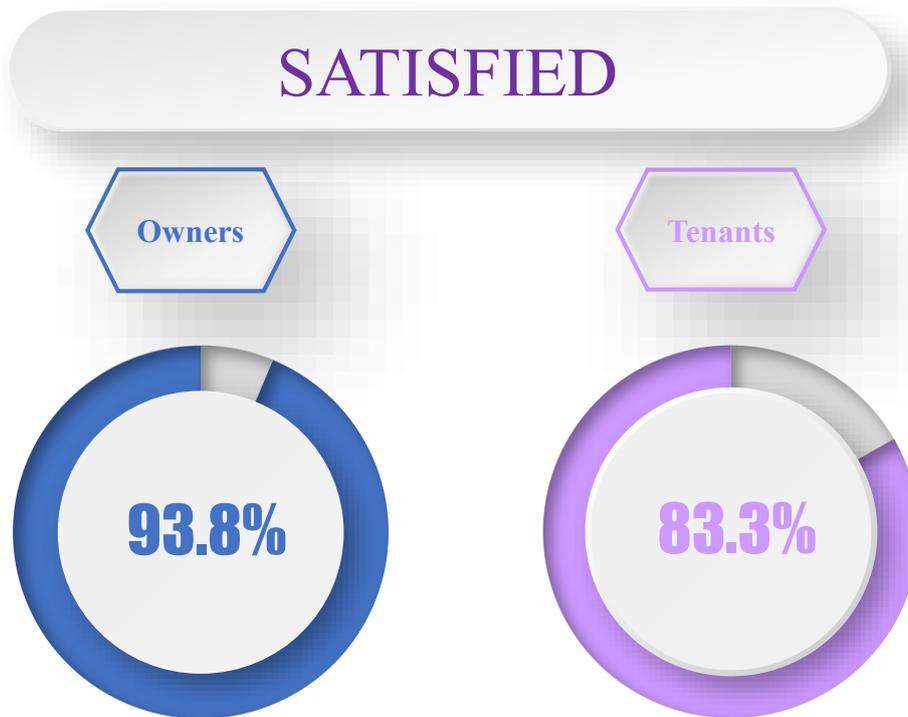
10.4 The distribution of the satisfaction with the services provided by SSTs is illustrated in the chart below. About 86.7% of residents and 76.6% of shop operators indicated that they were satisfied with the services provided by SSTs with a score of 6 to 10. No significant difference on the level of satisfaction was found among residents and shop operators.

Chart 10.2 Users' level of satisfaction with the services provided by SSTs (%)



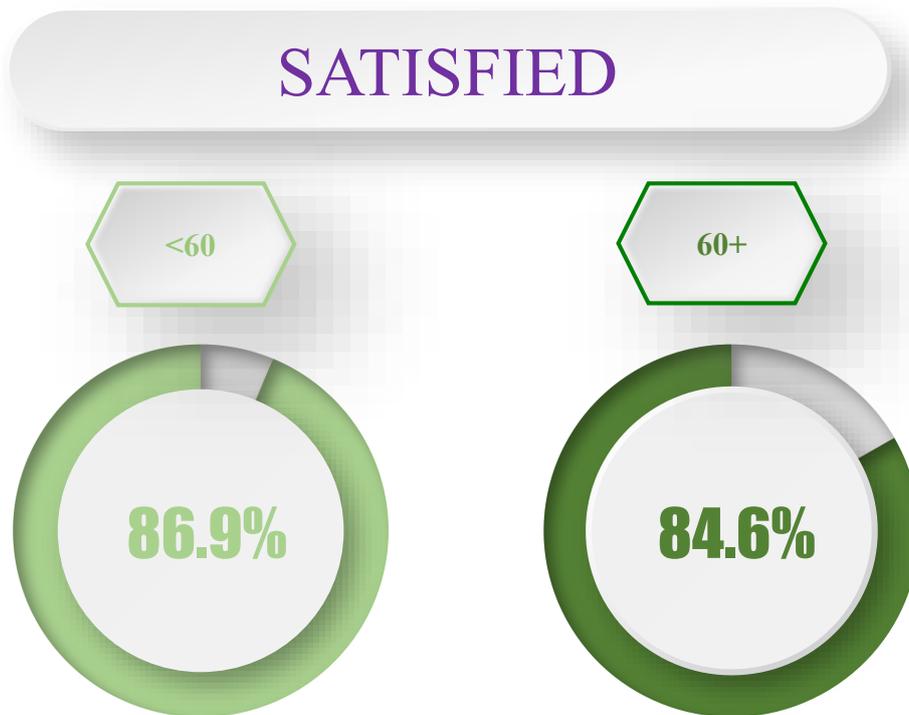
10.5 Analyzed by owners and tenants of residential units, a significantly higher proportion of owners were satisfied with the services provided by SSTs (93.8%) as compared to the tenants (83.3%) ($p < .05$).

Chart 10.3 Percentage of residents who were satisfied with the services provided by SSTs by owners and tenants of residential units



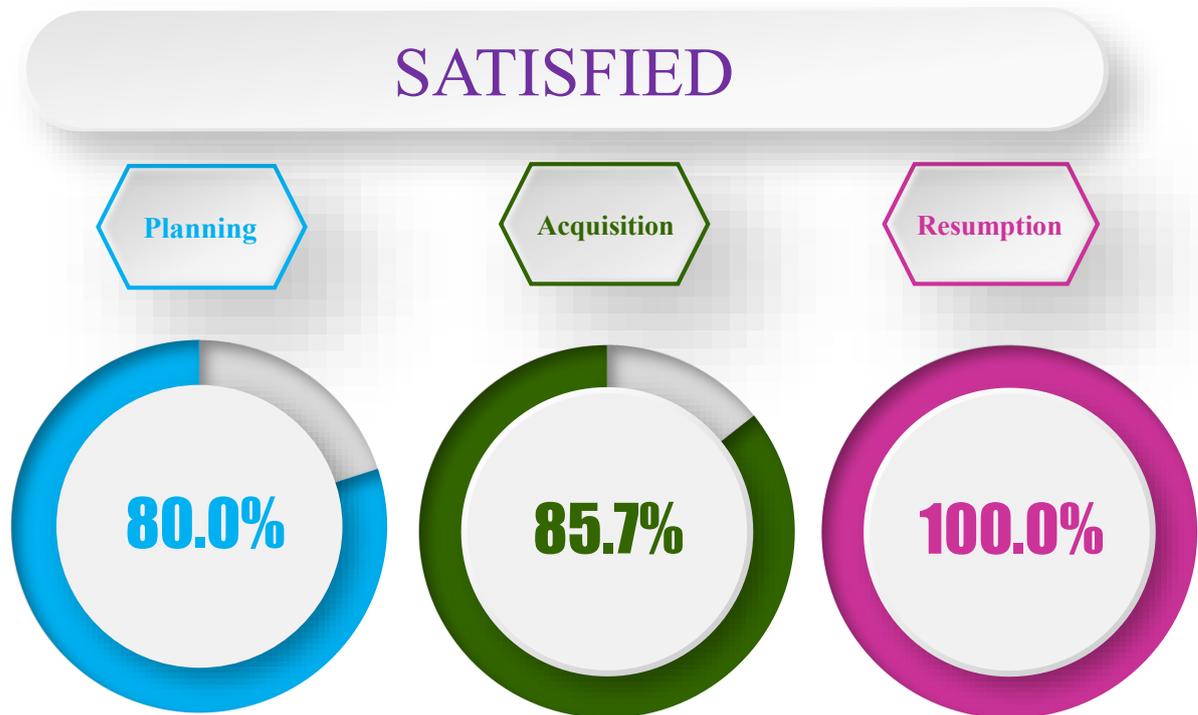
10.6 Analyzed by age of residents, about 86.9% of residents aged below 60 and 84.6% of residents aged 60 or above stated that they were satisfied with the services provided by SSTs and no statistical difference was found.

Chart 10.4 Percentage of residents who were satisfied with the services provided by SSTs by owners and tenants of residential units



10.7 Analyzed by stages of redevelopment process, not surprisingly, significantly higher proportion of residents in the resumption stage (100.0%) were satisfied with the services provided by SSTs as compared to the residents in the acquisition stage (85.7%) and planning stage (80.0%) ($p < .05$).

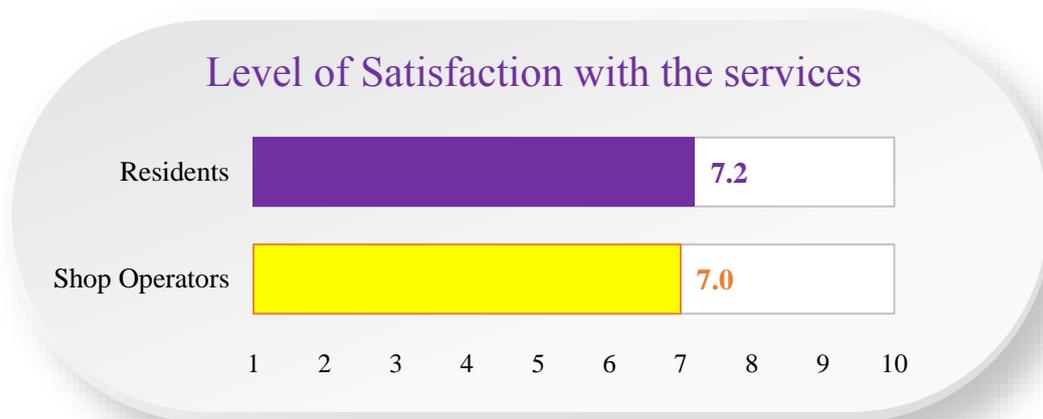
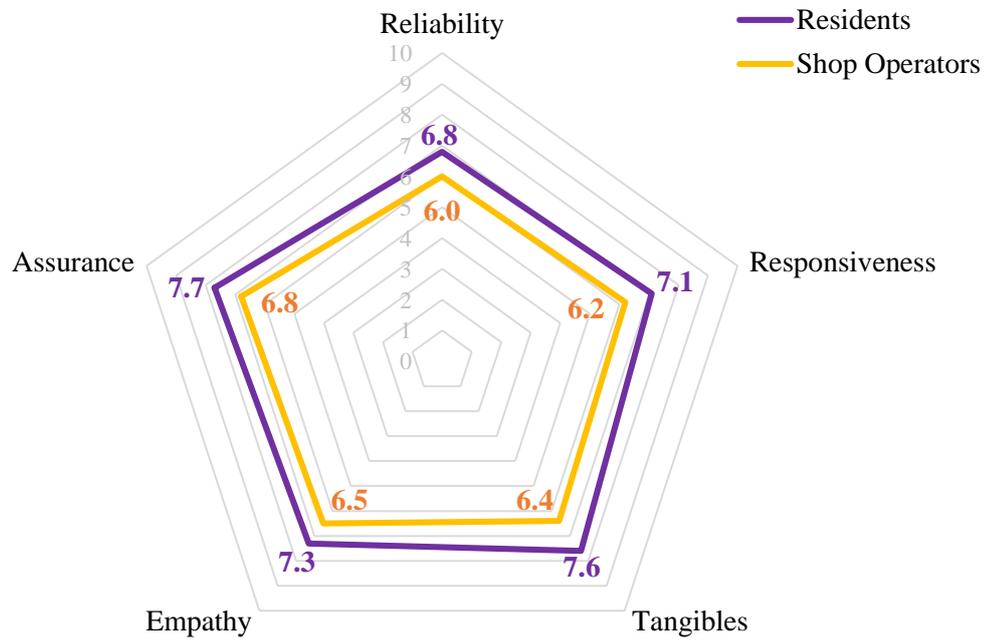
Chart 10.5 Percentage of residents who were satisfied with the services provided by SSTs by stages



Key performance indicators

- 10.8 Overall, users were satisfied with services provided by SSTs. The average score of level of satisfaction of residents and shop operators were 7.2 and 7.0 respectively and there was no significant difference among residents and shop operators. However, residents demonstrated significantly higher scores in five key performance indicators (ranging from 6.8 to 7.6) as compared to the shop operators (ranging from 6.0 to 6.8) ($ps < .05$).
- 10.9 Users were asked to provide their ratings on 15 question items constructing five key performance indicators, namely assurance (the knowledge and courtesy of the SST to develop trust and confidence with service users), tangibles (the appearance of physical facilities, equipment, personnel, and communication materials of the SST), empathy (the provision of caring and attention to service users), responsiveness (the willingness to help service users and to provide prompt service) and reliability (the ability of the SST to complete the promised service dependably and accurately), with a 10-point Likert scale (1 = totally agree and 10 = totally disagree).
- 10.10 On average, residents rated the highest score (7.7 out of 10) on the assurance aspect, the second highest score on tangibles aspect (7.6) and the third highest score on empathy aspect (7.3). For shop operators, the top three scores were the same as residents, but the scores on assurance (6.8), empathy (6.5) and tangibles (6.4) were significantly lower as compared to residents.
- 10.11 Further, residents reported a score of 7.1 on responsiveness aspect and 6.8 on reliability aspect. For shop operators, the scores on responsiveness (6.2) and reliability (6.0) were significantly lower as compared to residents.

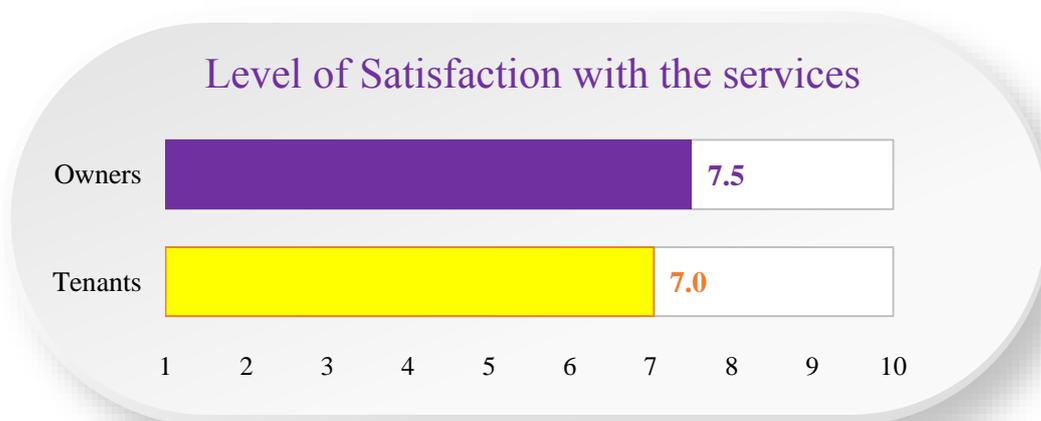
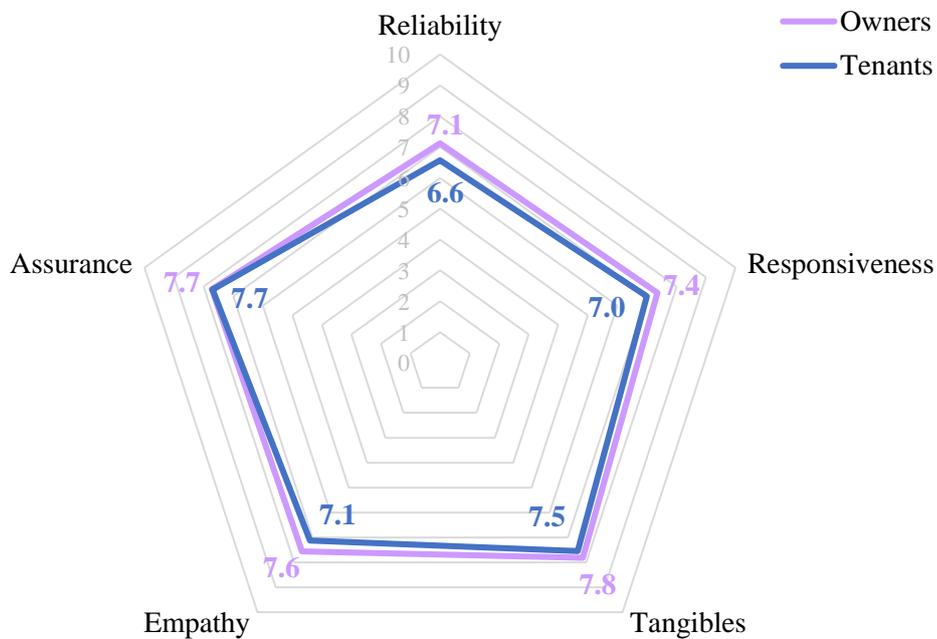
Chart 10.6 Key performance indicators by residents and shop operators



10.12 Analyzed by owners and tenants of residential units, owners' level of satisfaction with the services provided by SSTs (7.5) was significantly higher than that of tenants (7.0) ($p < .05$).

10.13 Regarding the five key performance indicators, significantly higher scores were rated by owners on empathy (7.6), responsiveness (7.4) and reliability (7.1) aspect, as compared to tenants (ranging from 6.6 to 7.1) ($ps < .05$). No significant differences on assurance and tangibles aspect were found among owners and tenants.

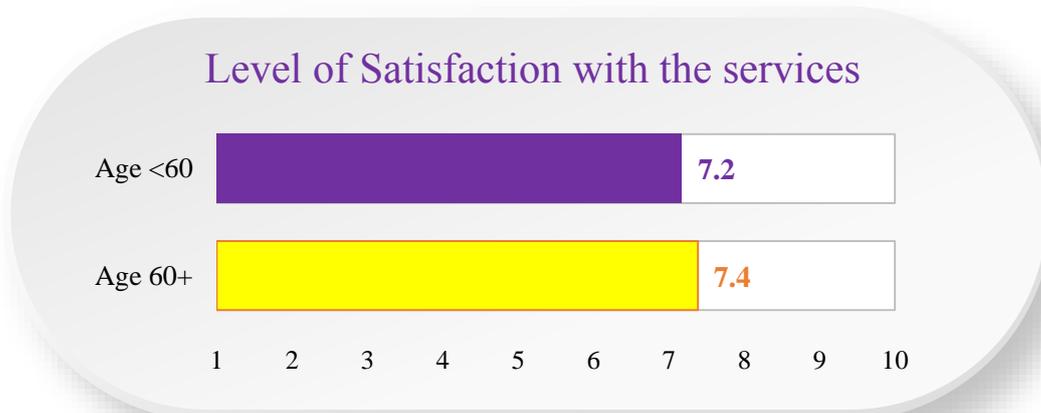
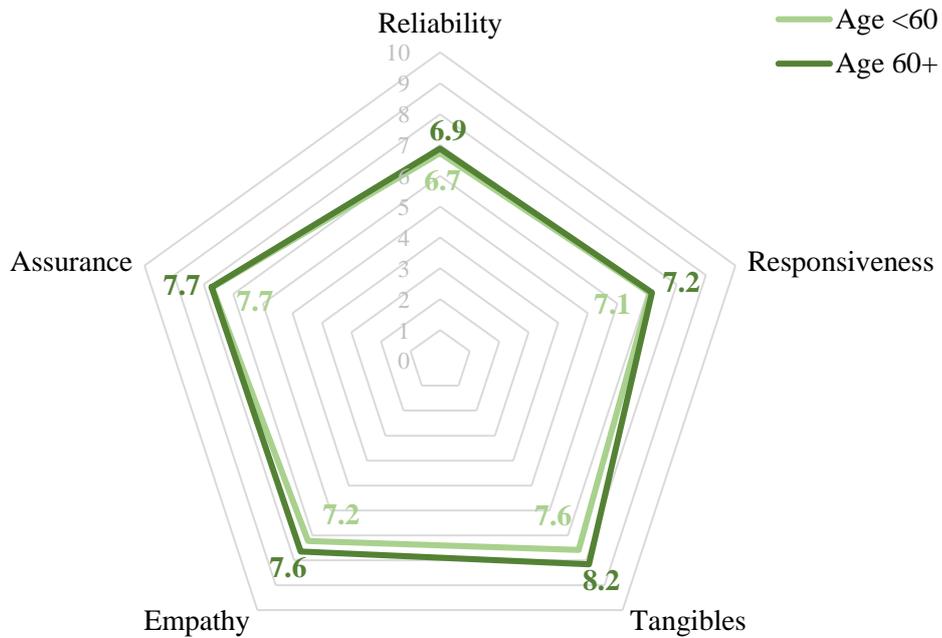
Chart 10.7 Key performance indicators by owners and tenants of residential units



10.14 Analyzed by age groups of the residents, though the level of satisfaction with the services provided by SSTs was lower for residents aged below 60 (7.2) as compared to residents aged 60 or above (7.4), the difference was not statistically significant.

10.15 Regarding the five key performance indicators, significantly higher score was rated by residents aged 60 or above on tangibles aspect (8.2) as compared to tenants (7.6) ($p < .05$). No significant differences on other aspects were found among residents aged below 60 and aged 60 or above.

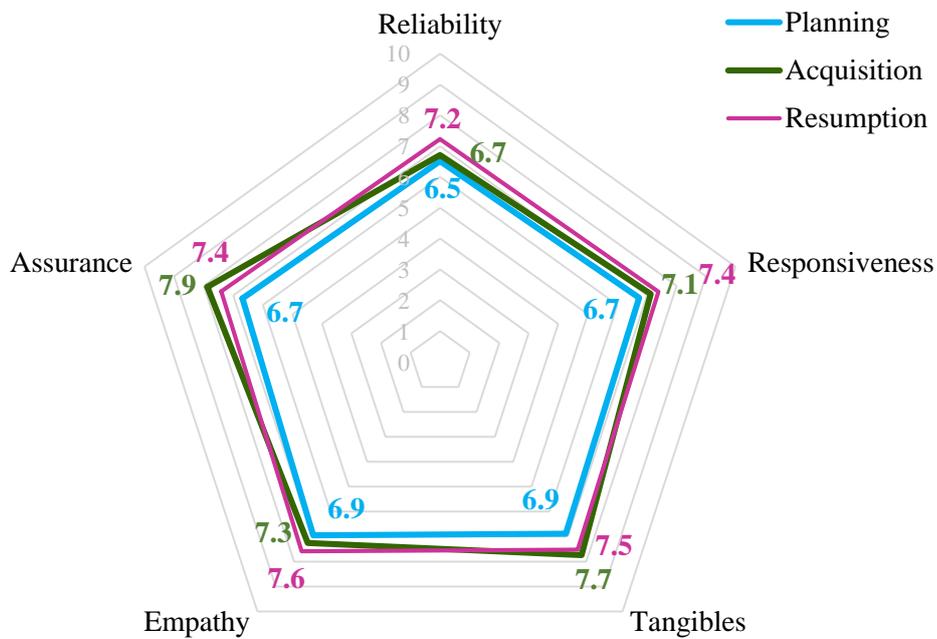
Chart 10.8 Key performance indicators by age groups of the residents



10.16 Analyzed by three stages of redevelopment process, residents in the resumption stage (7.5) and acquisition stage (7.3) rated significantly higher scores on the level of satisfaction with the services provided by SSTs as compared to the residents in the planning stage (6.3) ($p < .05$).

10.17 Regarding the five key performance indicators, significantly higher scores were rated by residents in the resumption and acquisition stage on assurance and tangibles aspect (ranging from 7.4 to 7.9) as compared to residents in the planning stage (ranging from 6.7 to 6.9) ($ps < .05$). No significant differences on other aspects were found among residents in three stages.

Chart 10.9 Key performance indicators by stages



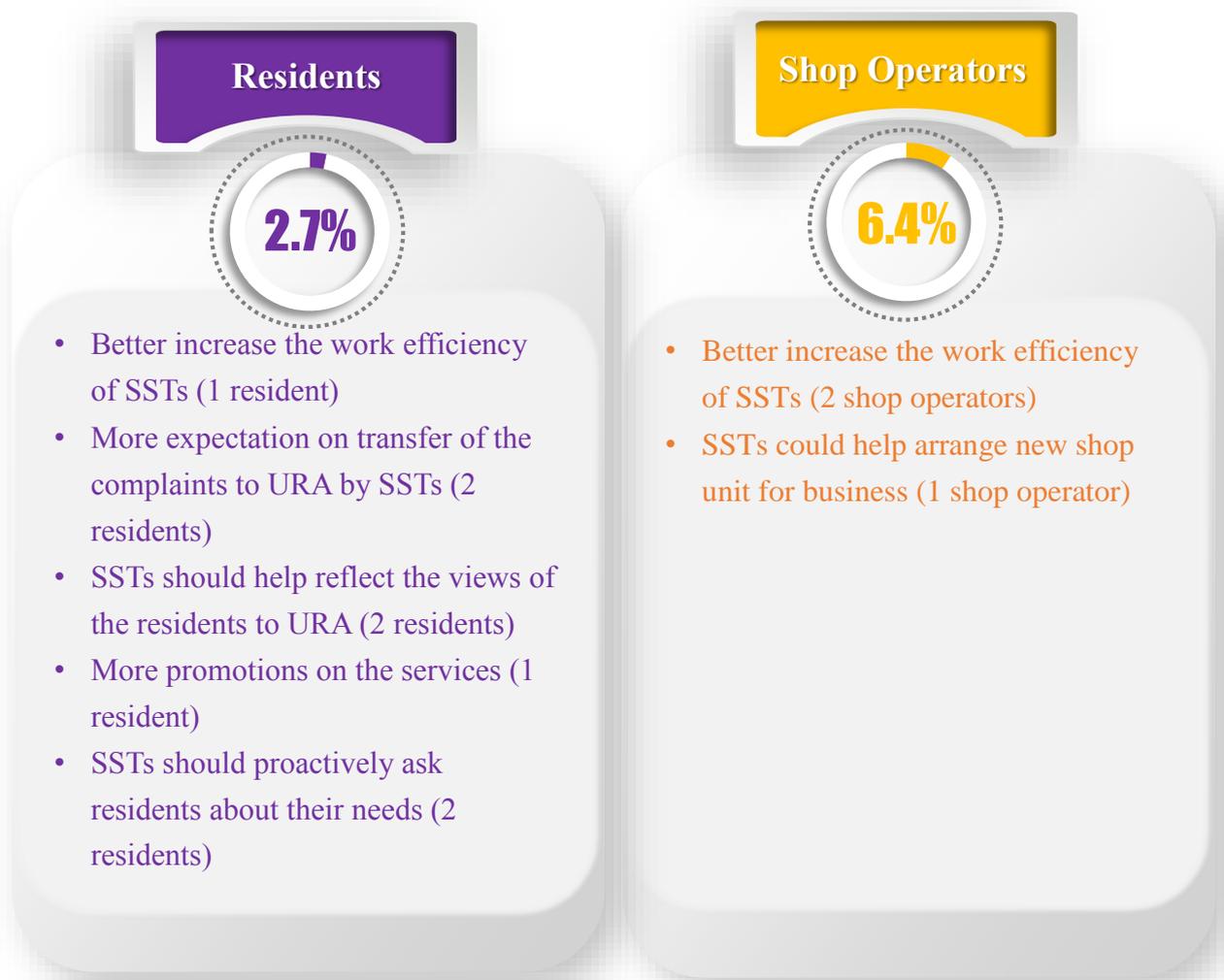
Level of Satisfaction with the services



Views on areas of improvements in the services provided by SSTs

10.18 Noting that most of the users were satisfied with the services provided by SSTs, only 2.7% of residents and 6.4% of shop operators who were not satisfied with the services and provided comments on areas of improvements in the future, as depicted in the diagram below:

Diagram 10.10 Views on areas of improvements





IV

Qualitative Study

11. Views from Social Workers

Service delivery and modes

- 11.1 Different service modes are delivered during three stages of redevelopment process. Most of the social workers of SSTs shared that during the planning stage, they required more manpower for visiting all the households and shops. This is the crucial time for engagement of the users and identify their needs and examine their situations. Dealing properly with enquiries from the users is the major task that SSTs face, especially in the planning stage. Therefore, SSTs organize briefing sessions in various formats or scales to provide the relevant details to the users. A few social workers of SSTs stressed that with a very short time of informed schedule, they sometimes encountered problems to deploy manpower for visiting all the households and shops after URA announced the redevelopment plan.
- 11.2 Apart from providing relevant and timely information to users, some of the social workers of SSTs indicated that as they understand the impact that redevelopment will bring to users, they strive to accommodate their needs by offering services such as community or resident activities, referral services and emotional support services. They stressed that the regular group activities are very helpful to the residents during the urban redevelopment process. The social activities could relieve the tension and stress of the residents.
- 11.3 During the acquisition stage, most of the social workers of SSTs expressed that after establishing good relationships with users in the planning stage, users

would proactively raise questions or make enquires related to the legal issues and procedures of the acquisition. Hence, consulting services, follow-up and referral services are the essential and efficient service modes to accommodate their needs. Sometimes, they need to convey messages to and from users and URA as a bridge of communication. Some social workers of SSTs shared that small group briefings in different offices, themes and languages are very useful and some target groups such as ethnic minorities could join these briefings.

- 11.4 During the resumption stage, some of the social workers of SSTs revealed that the services provided are of equal importance as in earlier stages. Relocation is a stressful life event, and even more so for users at older age. Involuntary relocation at older age can be related to physiological or psychological disturbances and difficulties of regaining attachment and emotional connection to new residences. Therefore, they delivered the services for relocation and adaptation to help the users become familiar with the new community and solve the adjustment problems.

Needs and concerns of users

11.5 Social workers shared their perceived views on the needs and concerns of users:

○ *Concerning insufficient compensation or allowance:*

Most of the social workers of SSTs indicated that most of the owners including residential and non-residential were concerning whether compensation or allowance was enough to find a new unit or shop, especially in the planning stage. They are involved in explaining the principles adopted on property acquisition, the principles adopted on assessment of allowance, details of the schemes and allowance, mechanisms of objections and appeals, and allowance for surveyor's fee. They observed that most of the owners could not fully understand these concepts and details.

○ *Information and timeline of redevelopment process:*

Most of the social workers of SSTs stated that the service users may gather information from different channels or sources and the collected information are sometimes inconsistent and inaccurate. Hence, most of the users would ask for the updated information and possible timeline related to redevelopment process continuously. The social workers of SSTs would try their best to provide timely details to the users once they collect it from the URA. However, they commented that they could not answer their users the detailed timeline of the redevelopment process as they could not grasp the information from the URA. .

○ *Finding a new accommodation / new unit:*

Some of the social workers of SSTs stated that some residents especially those who lived in the quarters for many years were worried about finding new accommodations with soaring housing prices in Hong Kong; some shop operators who had established good networks with

their customers were worried about finding new operating units and losing their business. A few of social workers would help some residents and shop operators look for possible locations and potential quarters.

○ *Conflicts or disputes among family members:*

Some of the social workers of SSTs stated that it is not uncommon that the household members may have arguments or conflicts for making decisions on the district or place for re-housing, whether to buy a new unit or not, and other related arrangements. The family issues are driven by the redevelopment process. They are involved in solving the disputes among the household members.

○ *Poor living conditions:*

It is noteworthy that the redevelopment process takes time, the buildings are in disrepair or unsanitary conditions. Some of the social workers of SSTs expressed that some residents and owners are living and working in very poor conditions e.g. hygiene problem – with cockroaches and rats, water leakage, etc. It may be difficult to seek consents from the owners as some have already moved out for the maintenance costs of the buildings. Those who are still living in the buildings have to tolerate the poor conditions until the completion of the redevelopment process. Where appropriate, some social workers of SSTs are involved in coordinating the owners for the maintenance costs to keep the quarters safe and to resolve hazardous situations.

○ *Allocation of public rental housing units of tenants:*

Some of the social workers of SSTs addressed that most of the tenants of residential units were worried about their future accommodation or job. Tenants of residential were concerning the eligibility of allocation of public rental housing units and the Tenant Rehousing and Ex-gratia

Allowance. Some social workers were involved in providing relevant information and explaining the details to the tenants. Sometimes, they would help the tenants prepare the required documents to be submitted for approval.

- *Disputes between owners and tenants:*

Some of the social workers of SSTs indicated that disputes could arise between owners and tenants. Most of the time these are related to the terms of tenancy agreement. Some social workers commented that though they tried very hard to resolve the disputes by adopting different resolution approaches, they found it difficult to deal with all the disputes.

- *Relocation stress and feeling uncertainty:*

Relocation stress refers to physiological and/or psychosocial disturbances including loneliness, depression, anger, apprehension and anxiety as a result of transfer from one environment to another. Some of the social workers of SSTs observed that some users suffered from relocation stress and felt uncertainties about their future. For some residents, the symptoms of relocation stress or emotional changes are obvious. Social workers are involved in different services including briefings, talks and case works to listen to them and understand their worries and feelings so as to address their problems and provide help.

Service limitations

11.6 The views from the social workers on the limitations of provision of services to their service users were consolidated and presented as follows:

○ *Engage users and establish trust in a short period of time:*

The role of the SSTs in the redevelopment process is very passive in nature. Before the redevelopment project is announced, the number of affected users is confidential and the SSTs could not gather the information in advance to plan ahead the manpower and services. Therefore, once SSTs are informed of a new redevelopment project, they have to deploy all their resources including staff and time to visit and engage the service users in a very short period of time. This is a crucial stage as this would be the best time to establish relationship and trust between the users and social workers. Once the users perceive that SSTs are helpful, they would share their information and situation with the SSTs and seek assistance when encounter difficulties.

○ *Handling households living in sub-divided units:*

“Sub-divided units” is commonly used to describe individual living quarters having been subdivided into two or more smaller units for rental. Many households are currently living in sub-divided units in old residential buildings. Some of the social workers of SSTs emphasized that they could not find these households directly during the visits as there are some gates outside the subdivided units that they could not enter and/or these households return home late after long working hours. These household could not have time to attend the briefings and talks as well as the activities.

- *Assisting households in preparing relevant documents:*

Some of the social workers of SSTs mentioned that they found it difficult in assisting households in preparing relevant documents e.g. lease, ownership documents, income statements, address proof, etc. for application for allowance, public rental housing and other services. Some household members have different attitudes towards future planning, they could not achieve consensus. Social workers shared that and could only explain the pros and cons of the choices raised by household members, and could not make decisions for them.

- *Coordinating the messages / details between URA officers and service users:*

There is plenty of information readily available, but both social workers of SSTs and users have to evaluate the accuracy of gathered information before making decisions. A few social workers could not convey timely messages / details between URA officers and service users.

- *Not fully grasp project timeline:*

Some of the social workers of SSTs expressed that they are not being informed of the redevelopment project timeline and they could not help users in preparation of their stuff.

12. Views from Users

12.1 A diverse background of residents and shop operators were recruited for participating in the in-depth interviews. 16 residents (10 tenants and 6 owners) and 11 shop operators (8 tenants and 3 owners) in three redevelopment stages provided their feedbacks in the in-depth interviews.

Key benefits from the services provided by SSTs

12.2 In general, through in-depth interviews, residents and shop operators were satisfied with the services provided by SSTs. The key benefits were summarized as follows:

Residents

- They received guidance, updated information and valuable advice from the SSTs especially for fund and scheme application procedures, arrangement of the relocation of public housing, etc.
- SSTs helped convey their messages to URA officers so as to answer their enquiries.
- SSTs helped tackle family issues such as schooling of the children, conflicts between family members, etc.
- They enjoyed the social activities organized by SSTs and the residents could have regular gatherings with their neighbors.

Shop Operators

- They received guidance, updated information and valuable advice from the SSTs especially for fund, scheme application procedures, allowances for business, etc.
- SSTs helped shop operators in finding new units for future business.
- They received support services for handling the disputes and conflicts between shop owners and shop tenants; and between shop owners and URA.

Views on SSTs

12.3 Both owners and tenants of residential and non-residential units shared their situations and they also commented on the works of SSTs. Some cases were extracted below:

Case 1 (tenant of residential unit – a single-mother with a young daughter):

A tenant in one redevelopment project was a single-mother who was living in a subdivided unit. The single-mother with a daughter was living in a very poor hygiene environment. It was easy to see cockroaches and even rats in the crowded area. Conflicts have arisen between the single-mother and the landlord. The single-mother sought help from the social workers who visited her constantly. She shared that the social workers helped resolve the conflicts of the tenancy agreement. With the help of SST, she moved to new quarter and started to adapt the new community. And SST also helped her to deal with the schooling issue of her daughter. She emphasized that she could not survive without the help of SST during the hardest time of the redevelopment process.

Case 2 (tenant of residential unit – a middle-aged woman who is Filipino):

A middle-aged woman who is Filipino could only read English. When she attended the talk in Cantonese, she could not understand the details. The SST conducted briefings to her directly in English. Besides the leaflets or notice delivered to residents' mailboxes by SST regularly, the social workers would conduct a home visit and provide her with the leaflet or notice in English and explain the details to her. She (and her family) appreciated all the efforts made by the SST.

Case 3 & 4 (owners of residential units):

Two owners of residential units shared that the SST tried very hard to understand their situations and help answer all of their enquiries in the past year.

However, they commented that the SST did not know the timeline of redevelopment process and could not help sorting out the details. Therefore, they could only be patient and wait for further advice.

Case 5 (tenant of non-residential unit – an operator of a small stall):

An operator of a small stall was worried about the business after relocation. He was the bread-winner of his family. The SST arranged meetings with the District Counsellor and the operator to help find a suitable unit to run his business. After several months of efforts, he could rent another stall in other locations and re-start his business. He sincerely thanked for the efforts of SST and the supporting parties during the redevelopment process.

Case 6 (owner of non-residential unit – an operator of a restaurant):

An operator of a restaurant was panicked and depressed at the time of announcement of the redevelopment project. She attained lower primary education and therefore, she could not read the documents sent from the URA. After referral from another operator, she met the SST and the social workers helped her to deal with all the documentation. Now, her tension, pressure and stress were relieved.

Case 7 (tenant of non-residential unit – an operator of a healthcare service store):

An operator of a healthcare service store was in a conflict of compensation affairs of the redevelopment project with her former partner. Later SST got involved and accompanied her to law firms for several times and met with them to know their views. Despite of lack of legal background, the SST tried their best to help deal with the legal issues resulted from the affairs by acting as an intermediary of both of them. Through the SST's efforts, the conflict is now resolved and the operator can have her own store. Besides, she was suffered from depression because of the conflict. But since SST was continuously taking care of her, she felt very comforted and no longer had mental health problems. She could build up a high level of trust with SST and emphasized her gratitude for helping her during her hardest time.



Observations and Recommendations

13. Observations

Users' awareness and utilization of the services provided by SSTs

- 13.1 About three quarters of responded users received various services provided by SSTs to obtain information related to redevelopment and seek assistance. The users received inquiry or consulting services, briefings or lectures, community activities, case counselling or follow-up or referral services, redevelopment or relocation adaption services and emotional support services. The results reinforced that the SSTs had paid great efforts in engaging residents and shop operators especially in the planning stage of redevelopment process.
- 13.2 Regarding the awareness of the services, users demonstrated a fair to good level of awareness of the services provided by SSTs with a score of 6.5 for residents and 6.4 for shop operators out of 10-point scale. However, users reported fair levels of awareness of the service target and service area of SSTs with scores of 6.0 for residents and scores ranging from 5.5 to 5.6 for shop operators, indicating that some users did not have knowledge on the services and scopes provided by SSTs. The situation is also implied on tenants of residential units.

Users' understanding of redevelopment process

- 13.3 Residents indicated a fair to good level of understanding on principles adopted for Tenant Rehousing and Ex-gratia Allowance; fair levels of understanding on the Urban Renewal Project Rescue Fund, principles adopted on property acquisition, objections and appeals and principles adopted on assessment of allowance; but low levels of understanding on allowance for surveyor's fee, Flat-for-Flat Scheme and Elderly Domestic Owner-Landlords Compassionate Allowance.
- 13.4 Shop operators indicated fair levels of understanding on the principles adopted on property acquisition of non-domestic properties, principles adopted on assessment of allowance of non-domestic properties, principles adopted for Ex-gratia Business Allowance and principles adopted on assessment of business loss; but low levels of understanding on allowance for surveyor's fee and objections and appeals.

Residents' emotions

- 13.5 Regarding residents' current emotions, analyzed by stages of redevelopment process, residents in the planning and acquisition stage demonstrated much fear, worse mood, more disheartened and less courage as compared to residents in the resumption stage.

Key performance indicators

- 13.6 Overall, users were satisfied with services provided by SSTs. The average score of level of satisfaction of residents and shop operators were 7.2 and 7.0 respectively and there was no significant difference among residents and shop operators. However, residents demonstrated significantly higher scores in five key performance indicators (ranging from 6.8 to 7.6) as compared to the shop operators (ranging from 6.0 to 6.8).

Interpretation of statistics in the Research Study

- 13.7 The current Research Study is the first benchmark cross-sectional feedback survey on affected users of the redevelopment projects implemented by URA by adopting the Kirkpatrick's model and KPIs. It provides useful information and feedbacks from service users for assessment of the performance of SSTs in order to enhance the service quality.
- 13.8 Attempt has been made to analyze the data by types, age groups and stages of redevelopment process of residents, however, due to the smallness of the sample size of shop operators, readers are advised not to read too much into the statistics.

14. Recommendations

Increase users' awareness and service utilization rate

- 14.1 Although the service utilization rate was high, still about 2% of users indicated that they did not receive services provided by SSTs because they did not know about the services. To increase users' awareness and service utilization rate, ***it is recommended that SSTs could enhance their service promotion and inform users their target and service scopes.*** SSTs may consider adopting other social media means to approach the users who are busy at work or return home late.

Increase users' understanding of redevelopment process

- 14.2 It is observed that the levels of understanding of redevelopment process were not high for both residents and shop operators especially in the planning and acquisition stage. ***It is recommended that SSTs could strengthen their services to increase users' understanding of redevelopment process in particular in the planning and acquisition stage.***

Residents' emotions

- 14.3 As current emotions of residents in the planning and acquisition stage is worse as compared to residents in the resumption stage, to alleviate the emotional stress of users, ***it is recommended to strengthen emotional support services to users in need.***

Key performance indicators

- 14.4 Residents demonstrated significantly higher scores in five key performance indicators as compared to the shop operators. However, it is understandable that there is gap between the services provided by SSTs and the needs of shop operators. ***It is recommended that SSTs could allocate more resources to identify the needs of shop operators and offer help whenever necessary.***

Evaluation tools

- 14.5 Five KPIs of the service quality model is established in the current Research Study to assess the performance of the services provided by the SSTs. The findings demonstrated that the proposed KPIs with a certain degree of sensitivity and high correlation with the overall satisfaction level is feasible to be adopted. ***It is recommended to adopt the KPIs after updating the latest status where appropriate in the next feedback survey.***

The Future Feedback Survey

- 14.6 To facilitate continued monitoring of users' changing attitude and behaviour and their views during the redevelopment progress, ***it is recommended that the feedback survey should be conducted periodically.*** Considerations should also be given to conduct a longitudinal survey, so that changes over time could be more precisely monitored and analysed. And with data collected via longitudinal survey, service model of SST could then be explored.



Appendix

15. Questionnaire – Residents

Service Users’ Feedback Survey for Urban Renewal Social Service Teams – Questionnaire for Owner-occupiers/Residents

Sample code:

S	0	2	3	-			-		
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Interviewer code:

C				
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Urban Renewal Fund (URF) has commissioned Social Policy Research Limited (SPR) to conduct the captioned study to collect service users’ feedback on the services of the urban renewal social service teams for providing assistance and counselling services to the owners and residents affected by the redevelopment projects implemented by the Urban Renewal Authority. The results can serve as a reference for future formulation of related services.

You have been randomly selected to take part in the study. The target interviewees are owners and residents affected by the redevelopment projects implemented by the Urban Renewal Authority. The survey will start from July to August 2018. An interviewer from SPR will visit your household between 10:00 a.m. and 10:00 p.m. for a face to face interview of about 20 minutes.

The information collected from the study will be kept confidential and anonymous for use in the study. Personal information will not be disclosed to any other parties. All personal data will be destroyed as soon as possible after processing.

The interviewer will bring along the staff identity card issued by SPR (sample attached). You are advised to check the identity of the interviewer carefully.

If you have any queries about the study or the identity of the interviewer, please contact Ms. Lam, Research Officer, at 2511 1515, or Mr. Kwan, Field Manager, at 5649 2918.

Part 1 Information of Owner-occupiers/Residents

A1 You are belonging to:

- 1 Owner of tenanted property (or the representative)
- 2 Owner-occupier (or the representative)
- 3 Tenant (or the representative)

	Owner of tenanted property (or the representative)	Owner-occupier (or the representative)	Tenant (or the representative)
A2	How long have you been holding this unit? _____years		
A3	This flat is (Multiple choice): 1 <input type="checkbox"/> Owner-occupied 2 <input type="checkbox"/> Tenanted 3 <input type="checkbox"/> Vacant 4 <input type="checkbox"/> Others, please specify: _____		
A4	How long have you been renting out this unit? _____years	How long have you been living in this unit? _____years	How long have you been living in this unit? _____years
A5	Leased area: 1 <input type="checkbox"/> Whole unit 2 <input type="checkbox"/> Suite 3 <input type="checkbox"/> Room 4 <input type="checkbox"/> Cockloft 5 <input type="checkbox"/> Cubicle 6 <input type="checkbox"/> Cage home 7 <input type="checkbox"/> Bedspace 8 <input type="checkbox"/> Rooftop house 9 <input type="checkbox"/> Others, please specify	Self-occupied area: 1 <input type="checkbox"/> Whole unit 2 <input type="checkbox"/> Suite 3 <input type="checkbox"/> Room 4 <input type="checkbox"/> Cockloft 5 <input type="checkbox"/> Cubicle 6 <input type="checkbox"/> Cage home 7 <input type="checkbox"/> Bedspace 8 <input type="checkbox"/> Rooftop house 9 <input type="checkbox"/> Others, please specify	Self-occupied area: 1 <input type="checkbox"/> Whole unit 2 <input type="checkbox"/> Suite 3 <input type="checkbox"/> Room 4 <input type="checkbox"/> Cockloft 5 <input type="checkbox"/> Cubicle 6 <input type="checkbox"/> Cage home 7 <input type="checkbox"/> Bedspace 8 <input type="checkbox"/> Rooftop house 9 <input type="checkbox"/> Others, please specify
A6		No. of household members (excluding domestic helpers): _____	No. of household members (excluding domestic helpers): _____
A7		Household member(s) (including you) who are elderlies (Aged 60 or above): _____	Household member(s) (including you) who are elderlies (Aged 60 or above): _____
A8		Household member(s) (including you) who are new immigrants (< 7 years in Hong Kong): _____	Household member(s) (including you) who are new immigrants (< 7 years in Hong Kong): _____
A9		Household member(s) (including you) who are non-Chinese: _____	Household member(s) (including you) who are non-Chinese: _____

Part 2 Awareness of services provided by Social Service Teams (SSTs)

B1 During the redevelopment process (no matter you have received related services or not), please state the awareness of SSTs and their service scope:

The scale is from (1) to (10). (1) means you are not at all aware, while (10) means you are extremely aware.

	Not at all aware					Extremely aware					No comment (Do not read out) 99
	1	2	3	4	5	6	7	8	9	10	
1 Social Service Teams	<input type="checkbox"/>										
2 Social Service Teams' service target	<input type="checkbox"/>										
3 Social Service Teams' service area	<input type="checkbox"/>										

B2 During the redevelopment process, have you ever joined or received services provided by SSTs?

	No	Yes (Sometimes)	Yes (Often)	Yes (Always)	Don't know (Do not read out)
	1	2	3	4	5
1 Inquiry or consulting service	<input type="checkbox"/>				
2 Residents' briefings, lectures	<input type="checkbox"/>				
3 Community or resident activities	<input type="checkbox"/>				
4 Case Counselling / Follow-up / Referral Services	<input type="checkbox"/>				
5 Emotional support service	<input type="checkbox"/>				
6 Redevelopment / Relocation adaptation services	<input type="checkbox"/>				
7 Others, please specify: _____	<input type="checkbox"/>				

B3 (Only ask those who have joined / received services provided by SSTs)

Rationale(s) for joining / receiving services: (Multiple choice)

- 1 Could obtain information related to redevelopment
- 2 Assistance could be provided during redevelopment process
- 3 The service offered is helpful
- 4 Others, please specify: _____

B4 (Only ask those who have never joined / received services provided by SSTs)

Rationale(s) for not joining / receiving services: (Multiple choice)

- 1 No need
- 2 Do not know about the services
- 3 No time
- 4 I think I could handle it myself
- 5 Do not want to trouble others
- 6 Someone else could offer help
- 7 Others, please specify: _____

Part 3 Needs, concerns and perceived changes during redevelopment process

C1 During the redevelopment process, please state your level of understanding about the urban redevelopment process:

The scale is from (1) to (10). (1) means you do not understand at all, while (10) means you have very good understanding.

		Not understand at all					Very good understanding					No comment (Do not read out)
		1	2	3	4	5	6	7	8	9	10	99
1	Principles adopted on Property Acquisition	<input type="checkbox"/>										
2	Principles adopted on assessment of allowance	<input type="checkbox"/>										
3	Principles adopted for Tenant Rehousing and Ex-gratia Allowance	<input type="checkbox"/>										
4	The Urban Renewal Project Rescue Fund ("PRF")	<input type="checkbox"/>										
5	Elderly Domestic Owner-Landlords Compassionate Allowance	<input type="checkbox"/>										
6	Allowance for Surveyor's Fees	<input type="checkbox"/>										
7	Flat-for-Flat ("FFF") Scheme	<input type="checkbox"/>										
8	Objections and Appeals	<input type="checkbox"/>										

C2 During redevelopment process, which item(s) do you concern more? (Multiple choice)

- 1 Information related to redevelopment
- 2 Timeline of redevelopment
- 3 Whether compensation or allowance is enough
- 4 Finding a new accommodation
- 5 Allocation of Public Rental Housing ("PRH") units
- 6 Others, please specify: _____

C3 During redevelopment process, which item(s) do you worry more? (Multiple choice)

- 1 Economic issue (e.g. Unable to afford too expensive property price or rent)
- 2 Economic issue (e.g. Relocation, furniture expenses)
- 3 Economic issue (e.g. Building expenses after relocation, management fees etc.)
- 4 It is difficult to find a new job after relocation
- 5 It is not convenient for family members to go to work after relocation
- 6 It is not convenient for children to go to school after relocation
- 7 Losing friends and neighbours who are familiar with after relocation
- 8 Away from dependable relatives after relocation
- 9 The unit area of the new accommodation is smaller after relocation
- 10 Unfamiliar with new community facilities (e.g. clinic / post office / bank, etc.)
- 11 Others, please specify: _____

C4 During the redevelopment process, what difficulties have you encountered (please specify) (Multiple choice)? If yes, have you sought help from SSTs?

		Sought help from Social Service Teams?		
		Yes	No	No need
		1	2	3
1	<input type="checkbox"/> Finding a new accommodation: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	<input type="checkbox"/> Allocation of PRH units: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	<input type="checkbox"/> Compensation or allowance: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	<input type="checkbox"/> Economic issue: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	<input type="checkbox"/> Emotional issue: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	<input type="checkbox"/> Employment issue: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	<input type="checkbox"/> Children going to school: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	<input type="checkbox"/> Medical / welfare services: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	<input type="checkbox"/> Daily life: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	<input type="checkbox"/> Others, please specify: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C5 When thinking about the future accommodation, (residents who have moved away from redevelopment projects, recalling the time), how did you feel?

(Below there are 5 pairs of words, and there are 7 numbers between each pair of words. The closer to the number towards one side, the closer the feeling is to the mental status of the word description. Please put a “☑” on the number that suits your feelings best)

	1	2	3	4	5	6	7	
Fear	<input type="checkbox"/>	Await						
Negative emotions	<input type="checkbox"/>	Positive emotions						
Good mood	<input type="checkbox"/>	Bad mood						
Disheartened	<input type="checkbox"/>	Passionate						
Have courage	<input type="checkbox"/>	Afraid						

Part 4 General comments on Social Service Teams

D1 During the redevelopment process, please indicate the extent to which you agree with the following statements related to services provided by SSTs:

The scale is from (1) to (10). (1) means you are strongly disagree, while (10) means you are strongly agree.

	Strongly disagree					Strongly agree					No comment (Do not read out) 99
	1	2	3	4	5	6	7	8	9	10	
1	Able to complete committed things										
2	Try to help solve the problems encountered by residents										
3	Handle residents' complains properly										
4	Prompt response of residents' opinions										
5	Proactively ask residents about their needs										
6	Residents could be assisted at any time										
7	Have sufficient knowledge about the redevelopment process										
8	Cordial and polite										
9	Could gain residents' trust										
10	Understand and care for the needs of residents										
11	Individual services could be given to residents with different needs										
12	Prioritize the interests of residents										
13	Service staffs have neat appearance										
14	Clear service scope and activity information										
15	Enough facilities										
16	Service quality in line with expectations										
17	Service performance in line with expectations										

D2 During the redevelopment process, in general, please indicate your overall satisfaction with SSTs services:

The scale is from (1) to (10). (1) means you are very dissatisfied, while (10) means you are very satisfied.

Very dissatisfied								Very satisfied		No comment (Do not read out) 99
1	2	3	4	5	6	7	8	9	10	
<input type="checkbox"/>										

D3 Do you think there is room for improvement in the services provided by SSTs?

1 No

2 Yes, please specify the areas for improvements: _____

Part 5 Respondents' personal information

E1 Gender

- 1 Male
- 2 Female

E2 Age

- 1 Aged 18-29
- 2 Aged 30-39
- 3 Aged 40-49
- 4 Aged 50-59
- 5 Aged 60 or above

E3 Highest education attainment

- 1 Primary or below
- 2 Secondary
- 3 Sub-degree (e.g. YiJin/YETP/Diploma/Higher Diploma/Associate Degree etc.)
- 4 Degree or above

E4 Economic Activity Status

- 1 Employees
- 2 Self-employed
- 3 Employers
- 4 Home-makers
- 5 Students
- 6 Retired persons
- 7 Unemployed, seeking for jobs
- 8 Unemployed, not seeking for jobs

~ End of questionnaire. Thank you ~

16. Questionnaire – Shop operators

Service Users’ Feedback Survey for Urban Renewal Social Service Teams – Questionnaire for Operators

Sample code:

S	0	2	3	-			-		
---	---	---	---	---	--	--	---	--	--

Interviewer code:

C				
---	--	--	--	--

Urban Renewal Fund (URF) has commissioned Social Policy Research Limited (SPR) to conduct the captioned study to collect service users’ feedback on the services of the urban renewal social service teams for providing assistance and counselling services to the operators affected by the redevelopment projects implemented by the Urban Renewal Authority. The results can serve as a reference for future formulation of related services.

You have been randomly selected to take part in the study. The target interviewees are operators affected by the redevelopment projects implemented by the Urban Renewal Authority. The survey will start from July to August 2018. An interviewer from SPR will visit your household between 10:00 a.m. and 10:00 p.m. for a face to face interview of about 20 minutes.

The information collected from the study will be kept confidential and anonymous for use in the study. Personal information will not be disclosed to any other parties. All personal data will be destroyed as soon as possible after processing.

The interviewer will bring along the staff identity card issued by SPR (sample attached). You are advised to check the identity of the interviewer carefully.

If you have any queries about the study or the identity of the interviewer, please contact Ms. Lam, Research Officer, at 2511 1515, or Mr. Kwan, Field Manager, at 5649 2918.

Part 1 Information of Operators

A1 You are belonging to:

- 1 Owner of tenanted non-domestic property (or the representative)
- 2 Owner-occupier of non-domestic property (or the representative) (i.e. an owner who occupies and operates his business at the property)
- 3 Tenant of non-domestic property (or the representative)

	Owner of tenanted non-domestic property (or the representative)	Owner-occupier of non-domestic (or the representative)	Tenant of non-domestic (or the representative)
A2	How long have you been holding this shop unit? _____years		
A3	This shop unit is (Multiple choice): 1 <input type="checkbox"/> Owner-occupied 2 <input type="checkbox"/> Tenanted 3 <input type="checkbox"/> Vacant 4 <input type="checkbox"/> Others, please specify: _____		
A4	How long have you been renting out this unit? _____years	How long have you been operating business in this unit? _____years	How long have you been operating business in this unit? _____years
A5	Leased area: 1 <input type="checkbox"/> Whole unit 2 <input type="checkbox"/> Partial unit 3 <input type="checkbox"/> Cockloft 4 <input type="checkbox"/> Others, please specify	Self-occupied area: 1 <input type="checkbox"/> Whole unit 2 <input type="checkbox"/> Partial unit 3 <input type="checkbox"/> Cockloft 4 <input type="checkbox"/> Others, please specify	Self-occupied area: 1 <input type="checkbox"/> Whole unit 2 <input type="checkbox"/> Partial unit 3 <input type="checkbox"/> Cockloft 4 <input type="checkbox"/> Others, please specify
A6		No. of full-time staff: _____	No. of full-time staff: _____
A7		Operating industry: _____	Operating industry: _____

Part 2 Awareness of services provided by Social Service Teams (SSTs)

B1 During the redevelopment process (no matter you have received related services or not), please state the awareness of SSTs and their service scope:

The scale is from (1) to (10). (1) means you are not at all aware, while (10) means you are extremely aware.

	Not at all aware										Extremely aware	No comment (Do not read out)
	1	2	3	4	5	6	7	8	9	10	99	
1 Social Service Teams	<input type="checkbox"/>											
2 Social Service Teams' service target	<input type="checkbox"/>											
3 Social Service Teams' service area	<input type="checkbox"/>											

B2 During the redevelopment process, have you ever joined or received services provided by SSTs?

	No	Yes (Sometimes)	Yes (Often)	Yes (Always)	Don't know (Do not read out)
	1	2	3	4	5
1 Inquiry or consulting service	<input type="checkbox"/>				
2 Residents' briefings, lectures	<input type="checkbox"/>				
3 Community or resident activities	<input type="checkbox"/>				
4 Case Counselling / Follow-up / Referral Services	<input type="checkbox"/>				
5 Emotional support service	<input type="checkbox"/>				
6 Redevelopment / Relocation adaptation services	<input type="checkbox"/>				
7 Others, please specify: _____	<input type="checkbox"/>				

B3 (Only ask those who have joined / received services provided by SSTs) Rationale(s) for joining / receiving services: (Multiple choice)

- 1 Could obtain information related to redevelopment
- 2 Assistance could be provided during redevelopment process
- 3 The service offered is helpful
- 4 Others, please specify: _____

B4 (Only ask those who have never joined / received services provided by SSTs) Rationale(s) for not joining / receiving services: (Multiple choice)

- 1 No need
- 2 Do not know about the services
- 3 No time
- 4 I think I could handle it myself
- 5 Do not want to trouble others
- 6 Someone else could offer help
- 7 Others, please specify: _____

Part 3 Needs, concerns and perceived changes during redevelopment process

C1 During the redevelopment process, please state your level of understanding about the urban redevelopment process:

The scale is from (1) to (10). (1) means you do not understand at all, while (10) means you have very good understanding.

		Not understand at all					Very good understanding					No comment (Do not read out)
		1	2	3	4	5	6	7	8	9	10	99
1	Principles adopted on Property Acquisition (Non-domestic Properties)	<input type="checkbox"/>										
2	Principles adopted on assessment of allowance (Non-domestic Properties)	<input type="checkbox"/>										
3	Principles adopted for Ex-gratia Business Allowance (“EGBA”)	<input type="checkbox"/>										
4	Principles adopted on assessment of business loss	<input type="checkbox"/>										
5	Allowance for Surveyor's Fees	<input type="checkbox"/>										
6	Objections and Appeals	<input type="checkbox"/>										

C2 During redevelopment process, which item(s) do you concern more? (Multiple choice)

- 1 Information related to redevelopment
- 2 Timeline of redevelopment
- 3 Whether compensation or allowance is enough
- 4 Finding a new shop unit
- 5 Others, please specify: _____

C3 During redevelopment process, which item(s) do you worry more? (Multiple choice)

- 1 Economic issue (e.g. Unable to afford too expensive property price or rent)
- 2 Economic issue (e.g. Relocation, furniture expenses)
- 3 It is difficult to find a similar shop unit for relocation
- 4 It is not convenient for me / staffs to go to work after relocation
- 5 Losing neighbours / customers who are familiar with after relocation
- 6 The unit area of the new shop unit is smaller after relocation
- 7 Unfamiliar with new community facilities (e.g. bank, etc.)
- 8 Others, please specify: _____

C4 During the redevelopment process, what difficulties have you encountered (please specify) (Multiple choice)? If yes, have you sought help from SSTs?

		Sought help from Social Service Teams?		
		Yes	No	No need
		1	2	3
1	<input type="checkbox"/> Finding a new shop unit: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	<input type="checkbox"/> Compensation or allowance: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	<input type="checkbox"/> Economic issue: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	<input type="checkbox"/> Emotional issue: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	<input type="checkbox"/> Employment issue: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	<input type="checkbox"/> Transportation issue: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	<input type="checkbox"/> Medical / welfare services: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	<input type="checkbox"/> Daily life: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	<input type="checkbox"/> Others, please specify: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C5 When thinking about the future direction, (operators who have moved away from redevelopment projects, recalling the time), how did you feel?

(Below there are 5 pairs of words, and there are 7 numbers between each pair of words. The closer to the number towards one side, the closer the feeling is to the mental status of the word description. Please put a “ ” on the number that suits your feelings best)

	1	2	3	4	5	6	7	
Fear	<input type="checkbox"/>	Await						
Negative emotions	<input type="checkbox"/>	Positive emotions						
Good mood	<input type="checkbox"/>	Bad mood						
Disheartened	<input type="checkbox"/>	Passionate						
Have courage	<input type="checkbox"/>	Afraid						

Part 4 General comments on Social Service Teams

D1 During the redevelopment process, please indicate the extent to which you agree with the following statements related to services provided by SSTs:

The scale is from (1) to (10). (1) means you are strongly disagree, while (10) means you are strongly agree.

	Strongly disagree										Strongly agree										No comment (Do not read out) 99
	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	
1	Able to complete committed things																				<input type="checkbox"/>
2	Try to help solve the problems encountered by affected parties																				<input type="checkbox"/>
3	Handle affected parties' complains properly																				<input type="checkbox"/>
4	Prompt response of affected parties' opinions																				<input type="checkbox"/>
5	Proactively ask affected parties about their needs																				<input type="checkbox"/>
6	Affected parties could be assisted at any time																				<input type="checkbox"/>
7	Have sufficient knowledge about the redevelopment process																				<input type="checkbox"/>
8	Cordial and polite																				<input type="checkbox"/>
9	Could gain affected parties' trust																				<input type="checkbox"/>
10	Understand and care for the needs of affected parties																				<input type="checkbox"/>
11	Individual services could be given to affected parties with different needs																				<input type="checkbox"/>
12	Prioritize the interests of affected parties																				<input type="checkbox"/>
13	Service staffs have neat appearance																				<input type="checkbox"/>
14	Clear service scope and activity information																				<input type="checkbox"/>
15	Enough facilities																				<input type="checkbox"/>
16	Service quality in line with expectations																				<input type="checkbox"/>
17	Service performance in line with expectations																				<input type="checkbox"/>

D2 During the redevelopment process, in general, please indicate your overall satisfaction with SSTs services:

The scale is from (1) to (10). (1) means you are very dissatisfied, while (10) means you are very satisfied.

Very dissatisfied										Very satisfied										No comment (Do not read out) 99
1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	
<input type="checkbox"/>																				

D3 Do you think there is room for improvement in the services provided by SSTs?

1 No

2 Yes, please specify the areas for improvements: _____

Part 5 Respondents' personal information

E1 Gender

- 1 Male
- 2 Female

E2 Age

- 1 Aged 18-29
- 2 Aged 30-39
- 3 Aged 40-49
- 4 Aged 50-59
- 5 Aged 60 or above

E3 Highest education attainment

- 1 Primary or below
- 2 Secondary
- 3 Sub-degree (e.g. YiJin/YETP/Diploma/Higher Diploma/Associate Degree etc.)
- 4 Degree or above

E4 Economic Activity Status

- 1 Employees
- 2 Self-employed
- 3 Employers
- 4 Home-makers
- 5 Students
- 6 Retired persons
- 7 Unemployed, seeking for jobs
- 8 Unemployed, not seeking for jobs

~ End of questionnaire. Thank you ~

17. Focus group discussions guideline

Service Users' Feedback Survey for Urban Renewal Social Service Teams

市區重建社區服務隊服務使用者意見調查

Discussion Guideline for Urban Renewal Social Service Teams (SST)

市區重建社區服務隊討論指引

Research Objective

研究目的

Urban Renewal Fund (URF) is now commissioning Social Policy Research (SPR) Limited (the Consultant) to conduct Service Users' Feedback Survey for Urban Renewal Social Service Teams (SST). The objectives of the Research Study are as follows:

- (a) To conduct the survey to collect service users' feedback on the services of the urban renewal social service teams for providing assistance and counselling services to the owners and residents affected by the redevelopment projects implemented by the Urban Renewal Authority;
- (b) To produce individual reports of the survey for each SST; and
- (c) To produce an overall summary report of the survey.

市區更新基金現正委託社會政策研究有限公司（顧問團隊）進行市區重建社區服務隊服務使用者意見調查。研究的目的如下：

- (a) 進行調查以蒐集服務使用者就市區重建社區服務隊向受市區重建局實施重建計劃影響的業主及居民所提供的協助及輔導服務所表達的意見；
- (b) 為每個社區服務隊編制單獨的調查報告；
- (c) 編制調查的總體匯總報告。

Data Confidentiality

資料保密性

Information collected within the study period will be kept strictly confidential and will only be used to compile aggregate statistics; only aggregate but no individual data will be shown in reports. All information will be deleted after the release of the Final Report and will not be used for other purposes.

調查期間所蒐集的資料將嚴加保密並只作整體統計之用；撰寫的報告只會展示綜合數據，不作個別發表。所有資料將於正式報告發表後銷毀，絕不用作其他用途。

Discussion items

討論項目

Service Delivery Modes 服務模式

1. Briefly introduce the service delivery modes adopted for different redevelopment projects in the past two years:

簡單介紹過去兩年於不同重建項目所採用的服務模式：

- Enquiry services 查詢服務
- Meetings, talks or activities 會議，講座或活動
- Community connection and education 社區關係和教育
- Case work 個案工作
- Group work 小組工作
- Emotional support and mutual help 情緒支援和相互幫助
- Others 其他

Needs and concerns of residents and operators 居民和運營者的需求和關注

2. Identify the needs and concerns of residents in three phases

確認居民在三個階段的需求和關注

- Planning 計劃
- Acquisition 收購
- Resumed 恢復

3. Identify the needs and concerns of residents and operators

確認運營者在三個階段的需求和關注

- Planning 計劃
- Acquisition 收購
- Resumed 恢復

Perceived benefits of the services 服務的效益

4. The perceived effectiveness and impacts of different modes of services

不同服務模式的成效和影響

5. The strengths of the services and perceived benefits to the residents and operators

服務的優勢及對居民和營運者的效益

6. The difficulties encountered and service limitations

遇到的困難和服務限制

7. Good cases to share

分享成功的例子

8. Other issues related to the services

與服務有關的其他議題

Collaboration – nature and frequency of communication 合作 – 溝通的性質和頻率

9. Collaboration with URA 與市區重建局的溝通

10. Collaboration with URF 與市區更新基金的溝通

11. Communications with local community leaders 與社區領袖的溝通

Future planning 未來的計劃

12. Future planning and changes if any 未來的計劃和變化(如有)

13. Sustainability development 可持續發展

14. Key Performance Indicators (KPI) for the service quality and evaluation
服務質量和評估的服務關鍵績效指標

- Reliability: the ability of the SST to complete the promised service dependably and accurately

可靠性：社區服務隊能夠可靠及準確地完成所承諾的服務

- Responsiveness: the willingness to help service users and to provide prompt service

回應性：協助服務使用者的意願和提供迅時的服務

- Assurance: the knowledge and courtesy of the SST to develop trust and confidence with service users

確實性：社區服務隊的知識、禮貌度，以建立服務使用者的信任及信心

- Empathy: the provision of caring and attention to service users

關懷性：提供關懷和關注予服務使用者

- Tangibles: the appearance of physical facilities, equipment, personnel, and communication materials of the SST

有形性：社區服務隊的實際的設施、設備、員工、以及外在溝通資料

- Nature and amount of service output 服務的性質和數量

- Satisfaction of the services 服務的滿意度

18. In-depth interviews guideline

Service Users' Feedback Survey for Urban Renewal Social Service Teams

市區重建社區服務隊服務使用者意見調查

In-depth Interviews Guideline for Residents and Shop Operators

居民和營運者深入訪談指引

Research Objective

研究目的

Urban Renewal Fund (URF) is now commissioning Social Policy Research (SPR) Limited (the Consultant) to conduct Service Users' Feedback Survey for Urban Renewal Social Service Teams (SST).

The key objective of the Research Study is to conduct the survey to collect service users' feedback on the services of the urban renewal social service teams for providing assistance and counselling services to the owners and residents affected by the redevelopment projects implemented by the Urban Renewal Authority.

市區更新基金現正委託社會政策研究有限公司（顧問團隊）進行市區重建社區服務隊服務使用者意見調查。

研究的主要目的是進行調查以蒐集服務使用者就市區重建社區服務隊向受市區重建局實施重建計劃影響的業主及居民所提供的協助及輔導服務所表達的意見。

Data Confidentiality

資料保密性

Information collected within the study period will be kept strictly confidential and will only be used to compile aggregate statistics; only aggregate but no individual data will be shown in reports. All information will be deleted after the release of the Final Report and will not be used for other purposes.

調查期間所蒐集的資料將嚴加保密並只作整體統計之用；撰寫的報告只會展示綜合數據，不作個別發表。所有資料將於正式報告發表後銷毀，絕不用作其他用途。

Discussion items

討論項目

Awareness of the services provided by SST 對社區服務隊提供服務的認知

1. Briefly elaborate the services (including enquiry services, meetings, talks or activities, case work, group work, emotional support and mutual help, etc.) received in three phrases (if applicable)
簡要闡述在三個階段(如適用)曾接受的服務(包括查詢服務、會議、講座或活動、個案工作、小組工作、情緒支援和相互幫助等)
 - Planning 計劃
 - Acquisition 收購
 - Resumed 恢復
2. According to the received services mentioned above, what is your expectation?
就上述闡述所接受的服務，你對服務的期望是什麼？

Needs and concerns of residents and operators 居民和運營者的需求和關注

3. The understanding of urban renewal process
對市區重建過程的了解程度
4. The knowledge and skills required for urban renewal process
市區重建過程的所需的知識及技能
5. The needs and concerns of residents/operators in three phases:
居民/營運者在三個階段的需求和關注：
 - Planning 計劃
 - Acquisition 收購
 - Resumed 恢復

Perceived changes of residents and operators 居民和運營者的轉變

6. After received the services from SST, your behaviour changes during the urban renewal process
接受社區服務隊所提供的服務後，你在市區重建過程的行為變化
7. After received the services from SST, your emotional changes during the urban renewal process
接受社區服務隊所提供的服務後，你在市區重建過程的情緒變化
8. The difficulties encountered and how to cope with
遇到的困難和如何應對

9. Future planning and changes if any
未來的計劃和變化(如有)

10. Other issues related to the services
與服務有關的其他議題

Overall views 綜合意見

11. The perceived effectiveness and impacts of services to the residents and operators
社區服務隊提供的服務對居民和營運者的成效和影響

12. The perceived benefits of the services to the residents and operators
社區服務隊提供的服務對居民和營運者的效益

13. The service quality of SST and future improvements

評估社區服務隊的服務質素及可改善的地方

- Reliability: the ability of the SST to complete the promised service dependably and accurately
可靠性：社區服務隊能夠可靠及準確地完成所承諾的服務
- Responsiveness: the willingness to help service users and to provide prompt service
回應性：協助服務使用者的意願和提供迅時的服務
- Assurance: the knowledge and courtesy of the SST to develop trust and confidence with service users
確實性：社區服務隊的知識、禮貌度，以建立服務使用者的信任及信心
- Empathy: the provision of caring and attention to service users
關懷性：提供關懷和關注予服務使用者
- Tangibles: the appearance of physical facilities, equipment, personnel, and communication materials of the SST
有形性：社區服務隊的實際的設施、設備、員工、以及外在溝通資料
- Satisfaction of the services
服務的滿意度
- Areas for improvements
改善的範疇