Urban Renewal Fund

Consultancy to Conduct Service Users' Feedback Survey for Urban Renewal Social Service Teams

Survey Report
March 2024

Research Team

Dr. LO Tsz Fung, Ruby, Researcher

Mr. CHU Ka Wai, Kelvin, Research Officer

Ms. WONG Ka Ming, Jophy, Research Officer

Enquiries

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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 and operators affected by redevelopment projects implemented by the Urban Renewal Authority (URA). In early 2022, the URF has engaged three NGOs, namely The Salvation Army, Hong Kong Lutheran Social Service, and St. James' Settlement, to operate four SSTs. These SSTs provides valuable assistance to residents affected by redevelopment projects implemented by the URA in their designated districts/projects. The engagement period is set for 3.5 years, commencing in July 2022 and concluding in December 2025. [1] There are 11 urban redevelopment projects at various stages, affecting a total of 6,001 existing households and operators.

2. The previous service users' feedback survey was conducted and completed in March 2019. 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 in 2023 ("the Survey"). The main objectives of the Survey are as follows:

    (a) To conduct the survey to collect service users' feedback on the services of the urban renewal social service teams (SST) for providing assistance and counselling services to the owners, residents and operators affected by the redevelopment projects implemented by the Urban Renewal Authority.

    (b) To produce individual reports of the survey for each SST.

    (c) To produce an overall summary report of the survey for the SSTs.

Study Methodology

3. The target respondents of the Survey are residents (including owners and tenants) and operators (including owners and tenants) affected by the

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[1] https://urfund.org.hk/en/social-service-team/

redevelopment projects implemented by the URA. The service period delivered by SSTs since 1 July 2022 in the redevelopment projects.

4. The Survey utilised the Questionnaire Survey and Qualitative Study, incorporating focus group discussions and in-depth interviews, as its primary data collection methods. 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. The Questionnaire Survey fieldwork took place from October 5, 2023, to January 29, 2024, with a response rate of 77.7% for residents and 76.1% for operators, involving a total of 411 residents and 118 operators from the randomly selected residential and non-residential units. The Qualitative Study discussions occurred between December 20, 2023, and January 18, 2024, involving 14 social workers in four focus group discussions, as well as 55 residents and 5 operators who provided feedback on the services of SSTs.

Profiles of Users

6. Among 411 residents, about 59.9% were tenants, 39.4% were owner-occupiers, and 0.7% were non-owner occupiers who rented out their residential units instead of residing in them. Regarding age distribution, around 60.8% of the residents who were the heads of households were below the age of 60, while 39.2% were 60 years or older. In terms of the redevelopment process stage, it was found that 56.0% of the households were in the planning stage, 37.7% were in the acquisition stage, and 6.3% were in the resumption stage.

7. Among 118 operators, the majority (86.4%) were tenants and about 13.6% were owners of non-residential units. In terms of the redevelopment process stage, it was found that 54.2% of the operators were in the planning stage, 44.1% were in the acquisition stage, and 1.7% were in the resumption stage.

Service Modes in Urban Redevelopment by SSTs

8. Different service modes are implemented throughout the three stages of the redevelopment process, with social workers from SSTs sharing effective service delivery methods. During the planning stage, SSTs allocate more manpower to visit all residents and operators, engaging with users, identifying their needs, addressing inquiries, and providing relevant information. In the acquisition stage, SSTs focus on meeting user needs, offering assistance and counselling to individuals and families in crisis, utilising case work or group work for effective problem-solving and maintaining user contact. During the resumption stage, SSTs provide relocation support and services such as education, culture, leisure, health, and welfare to displaced individuals or families, while also offering emotional support and mutual help services throughout all stages. The diagram below demonstrates the general picture of service delivery provided by SSTs.

Planning	Acquisition	Resumption
Engaging users and providing information	**Addressing the needs of users and providing support**	**Providing relocation support and services**
Focus on: Visiting, meetings, briefings, talks, etc.	Focus on: Enquiry services, case work, group work, etc.	Focus on: Relocation and adaptation services, etc.

Emotional support and mutual help services in all stages

Services Awareness and Utilisation

Awareness of the Services provided by SSTs

9.   Both residents and operators demonstrated a fair to good level of awareness regarding the services provided by SSTs, with scores of 6.3 for both groups. However, residents exhibited a higher level of awareness (6.1 for service target and 6.3 for service area), while operators rated their awareness lower (5.6 for both aspects), highlighting the need for targeted efforts to enhance operator awareness in those areas.

Level of awareness

■ Residents □ Operators

Channels to Learn SSTs

10. The majority of residents (80.3%) and operators (80.5%) learned about SSTs through printed materials such as posters, flyers, and brochures. This method was found to be the most efficient channel for reaching both groups. About half (49.6%) of the residents acquired information about SSTs through household visits from SSTs, while 34.7% of the operators indicated the same method.

Services Utilisation

11. During the redevelopment process, about three quarters of the respondents received services provided by SSTs (77.6% of residents and 73.7% of operators). The key rationales were obtaining information related to redevelopment (90.3% of residents and 94.3% of operators), seeking assistance (81.5% of residents and 51.7% of operators), and the service offered was helpful (77.1% of residents and 75.9% of operators). These findings emphasise the valuable role of SSTs in supporting individuals throughout the redevelopment process.

Residents   **Operators**

77.6%   73.7%

12. Among the users who received services provided by SSTs, more than half received inquiry or consulting services (77.6% of residents and 84.7% of operators), and briefings or lectures (60.8% of residents and 61.9% of operators). Slightly less than half attended community activities (44.3% of residents and 46.6% of operators). Less than one quarter received case counselling, follow-up or referral services (21.7% of residents and 18.6% of operators), redevelopment, relocation adaptation services (14.4% of residents and 7.6% of operators), and emotional support services (13.6% of residents and 19.5% of operators). These statistics demonstrate the range of services provided by SSTs, with inquiry or consulting services and briefings or lectures being the most widely utilised.

Understanding, Needs and Concerns

Understanding of Redevelopment Process

13.　Residents generally had a moderate level of understanding of various aspects of the redevelopment process. They had the highest level of understanding for the principles adopted on the assessment of allowance (5.7 out of 10), Tenant Rehousing and Ex-gratia Allowance (5.6), and property acquisition (5.5). The Urban Renewal Project Rescue Fund (PRF) had a moderate level of understanding (5.2), while objections and appeals had a slightly lower level (5.1). The allowance for surveyor's fees had a rating of 4.9, and the Elderly Domestic Owner-Landlords Compassionate Allowance and the Flat-for-Flat (FFF) Scheme had the lowest ratings of 4.2, possibly due to their relevance to a smaller group of residents, resulting in a lower level of understanding.

14.　Operators generally had a moderate to low level of understanding regarding various aspects of the redevelopment process. They reported the highest level of understanding for the principles adopted on property acquisition for non-domestic properties (4.8 out of 10), Ex-gratia Business Allowance (EGBA) (4.6), and the assessment of business loss (4.5). The assessment of allowance for non-domestic properties received a rating of 4.4, while the allowance for surveyor's fee and objections and appeals had the lowest ratings of 3.9. This lower level of understanding can be attributed to the fact that not all operators may need to utilise these specific services, resulting in a relatively lower level of comprehension among them.

Category	Residents	Operators
Principles adopted on assessment of allowance	5.7	4.4
Principles adopted for Tenant Rehousing and Ex-gratia Allowance	5.6	
Principles adopted on property acquisition	5.5	4.8
Urban Renewal Project Rescue Fund (PRF)	5.2	
Objections and appeals	5.1	3.9
Allowance for surveyor's fees	4.9	3.9
Elderly Domestic Owner-Landlords Compassionate Allowance	4.2	
Flat-for-Flat (FFF) Scheme	4.2	
Principles adopted for Ex-gratia Business Allowance (EGBA)		4.6
Principles adopted on assessment of business loss		4.5

Level of understanding

■ Residents　□ Operators

Key Areas of concern

15.   Residents stated that the key areas of concern during the redevelopment process were the sufficiency of their compensation or allowance (54.5%), finding a new accommodation (54.0%), the timeline of redevelopment (51.8%), information related to the redevelopment (46.0%), and the allocation of public rental housing units (27.0%).

16.   Operators, on the other hand, indicated that the key areas of concern during the redevelopment process were the sufficiency of their compensation or allowance (61.0%), the timeline of redevelopment (55.1%), finding a new shop unit (49.2%), and information related to the development (48.3%).

Major Worries from the Residents

17.   Residents expressed their worries during the redevelopment process. The most prominent worry was the economic issue of being unable to afford the high property prices or rent (45.7%). Additionally, they faced economic challenges related to relocation and furniture expenses (21.9%), while some experienced a decrease in the unit area of their new accommodations (19.0%).

18.   Operators expressed their concerns during the redevelopment process, with the most prominent issue being the difficulty in finding a similar shop unit for relocation, as indicated by 47.5% of the operators. This suggests that operators faced challenges in finding suitable spaces that matched their current location in terms of size, layout, and amenities. Economic issues also played a significant role, with 46.6% of the operators citing the inability to afford expensive property prices or rents as a major concern. Additionally, 22.9% of the operators mentioned economic issues related to relocation and furniture expenses.

Difficulties Encountered

19.   Residents encountered difficulties during the redevelopment progress, such as finding new accommodation (29.0%), allocation of PRH units (18.5%), and compensation or allowance (10.9%). This indicates the challenges residents faced in securing suitable housing options and navigating the allocation process during the redevelopment. Furthermore, 10.9% of residents expressed difficulties regarding compensation or allowances.

20.   Operators reported difficulties, including finding a new shop unit (57.6%), compensation or allowance (26.3%), and economic issues (5.9%). These challenges indicate the obstacles operators encountered during the redevelopment process. These challenges underscore the complexities and obstacles faced by both residents and operators in the context of the redevelopment projects.

Service Users' Emotions

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.

22. Overall, when reflecting on the future direction, residents exhibited a sense of anticipation (4.4 out of 7) and embraced positive emotions (4.4). They reported being in a good mood (4.3), feeling passionate (4.3), and possessing the courage to face the future (4.4). These scores slightly exceeded the midpoint, suggesting that residents generally held optimistic and hopeful attitudes towards the future.

23. Operators expressed feelings of fear, accompanied by negative emotions. They reported being in a bad mood, feeling disheartened, and experiencing fear, with scores slightly lower than the mid-point, ranging from 3.7 to 3.9. These scores reflected the operators' emotional state during a time when the economy was adversely affecting their emotions. Operators' lower scores can be attributed to the challenging economic conditions they were facing. The operators likely experienced increased concerns about job security, financial stability, and uncertain prospects. The prevailing economic difficulties may have instilled a sense of disheartenment and heightened their fears, as they grappled with the impact on their livelihoods.

		1	2	3	4	5	6	7	
Fear	Residents					4.4			**Await**
	Operators				3.7				
Negative emotions	Residents					4.4			**Positive emotions**
	Operators				3.8				
Bad mood	Residents					4.3			**Good mood**
	Operators				3.8				
Disheartened	Residents					4.3			**Passionate**
	Operators				3.9				
Afraid	Residents					4.4			**Have courage**
	Operators				3.9				
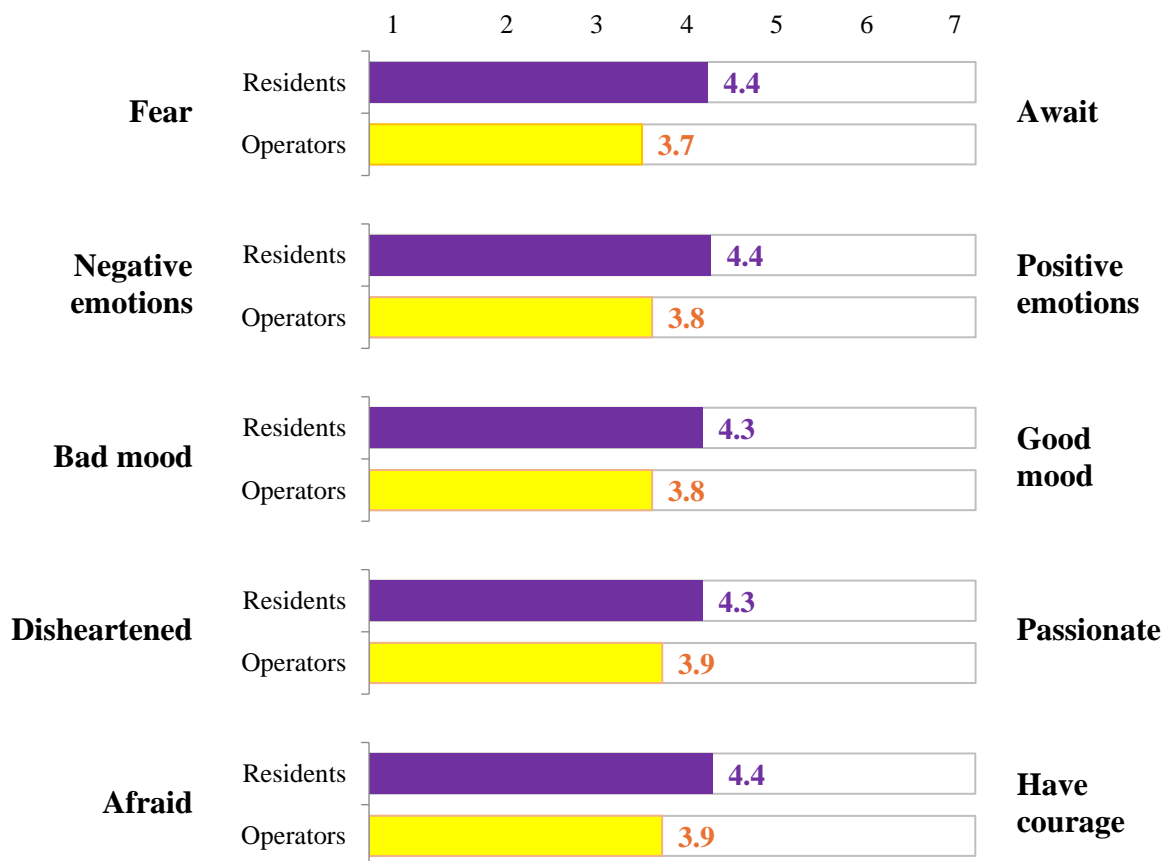
Services Expectations and Satisfaction

Services Expectations

24. Residents generally agreed that services quality (7.1 out of 10) and service performance (7.0) of SSTs met with their expectations, with statistical significance. As compared to residents, operators demonstrated significantly lower levels of agreements that services quality (6.3) and service performance (6.2) of SSTs aligning with their expectations ($ps < .05$). The reasons behind this difference in perception could be attributed to various factors, including differing expectations, experiences, or specific needs and requirements that operators may have had.

25. Residents expressed a significantly higher rating of 7.1 for the role of SSTs as a communication bridge between the URA and the community, reflecting a strong belief in their effectiveness ($p < .05$). Conversely, operators provided a lower rating of 6.1 for the same role. This finding suggests that residents had a greater level of confidence in the ability of SSTs to facilitate communication between the URA and the community. They perceived SSTs as effective intermediaries in ensuring effective information exchange and understanding between the two parties. On the other hand, operators were less convinced about the effectiveness of SSTs in fulfilling this role.

Services Satisfaction

26.   The majority of residents expressed satisfaction with the services provided by SSTs. Overall, 89.0% of residents reported being satisfied with the services, indicating a high level of approval and contentment among the resident population regarding the support and assistance they received from SSTs. Notably, residents in different categories also showed a positive sentiment towards the services. Owners had a satisfaction rate of 92.4%, indicating their high level of contentment with the services provided by SSTs. Even tenants, who often have less control over the redevelopment process, expressed a relatively high satisfaction rate of 86.6%. Residents in the p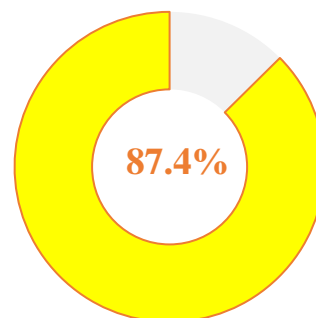lanning stage and resumption stage reported high satisfaction rates of 92.4% and 92.3% respectively. In the acquisition stage, the rate was 83.5%. Overall, residents expressed positive sentiment towards the services provided by SSTs throughout the redevelopment process.

27.   Operators also demonstrated a majority level of satisfaction with the services provided by SSTs. Overall, 87.4% of operators reported being satisfied with the services. Owners expressed a satisfaction rate of 84.6%, indicating their overall contentment with the services provided by SSTs. Tenants reported a satisfaction rate of 87.8%, demonstrating their positive sentiment towards the services they received from SSTs. Moreover, the majority of operators in different stages, such as planning (88.6%), acquisition (85.4%), and resumption (100.0%), reported being satisfied with the services provided by SSTs. These findings suggest that SSTs have been effective in addressing the needs and concerns of operators throughout the redevelopment process.

Residents		**Operators**	
89.0%		**87.4%**	

Owners	92.4%
Tenants	86.6%
Planning	92.4%
Acquisition	83.5%
Resumption	92.3%

Owners	84.6%
Tenants	87.8%
Planning	88.6%
Acquisition	85.4%
Resumption	100.0%

Key Performance Indicators

28.   Overall, users were satisfied with services provided by SSTs. The average score of level of satisfaction of residents and operators were 7.3 and 7.2 respectively and there was no significant difference among residents and operators.

29.   Overall, the ratings from both residents and operators reflect a moderately satisfied level of service provided by the SSTs. While operators expressed higher confidence in reliability, residents generally rated higher in terms of assurance, tangibles, responsiveness, and empathy. These ratings provide valuable insights into the areas of strength and areas that could benefit from further improvement in the SSTs' performance.
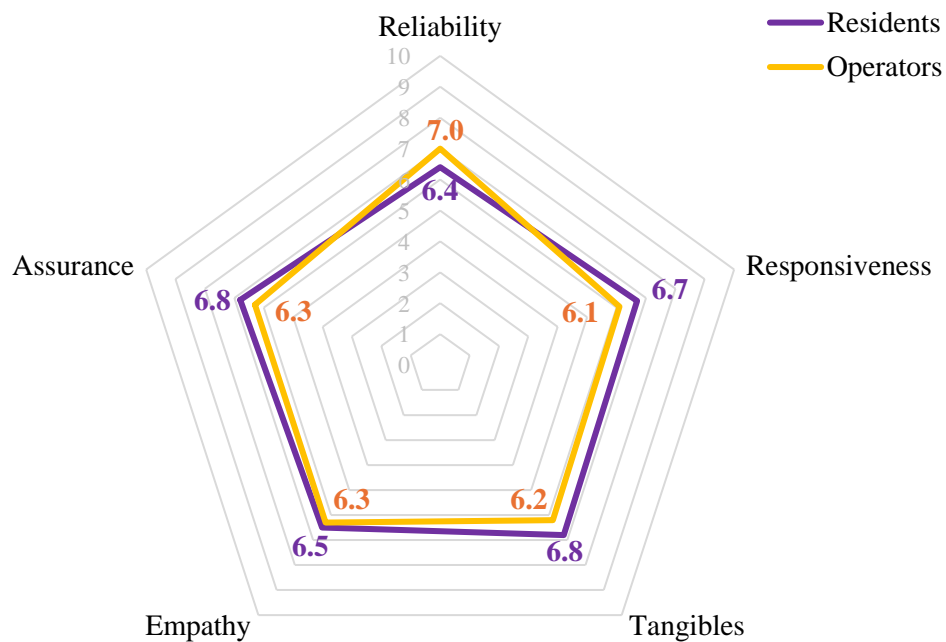
Qualitative Discussions

Views from Social Workers

30. The SSTs faced various challenges in their social service work related to urban redevelopment and adopted various coping strategies. One significant challenge was addressing family affairs, particularly asset distribution, where the SSTs had to navigate complex discussions and facilitate consensus among family members. Difficulties with documentation and processing also arose, as social workers assisted service users in preparing necessary documents for applications. Relocation stress and emotional challenges during transitions were observed, requiring social workers to provide support and alleviate emotional distress.

31. Navigating family conflicts and rent conflicts between owners and tenants were additional challenges that required facilitation and guidance from the SSTs. Language and cultural differences posed communication barriers, and social workers had to employ collaborative approaches to overcome them. Finding new accommodations or operating units, enhancing understanding among owners, handling households living in sub-divided units, and addressing poor living conditions were other difficulties encountered. Despite these challenges, the coordination between the SSTs and URA staff was generally smooth, although complex legal matters sometimes required additional time and expertise to resolve. The SSTs emphasised the importance of minimizing project delays and suggested proactive measures to assist residents and operators in planning and preparation. The views are summarised as follows:

Views from Service Users

32. Service users provided positive feedback regarding the services provided by the SSTs. They appreciated the efforts made by the SSTs to expand their knowledge and understanding of the redevelopment process, through informative briefings and community activities. The SSTs' guidance provided a clear process and direction, empowering service users to make informed decisions and actively participate in the proceedings. The emotional support and sense of security offered by the SSTs helped alleviate fears and worries, creating a supportive environment. The services were efficient and comprehensive, addressing service users' needs related to housing, rent, and public housing applications. The SSTs were seen as reliable and trustworthy, offering professional advice and instilling confidence in the community. Overall, the services provided by the SSTs were perceived as effective, with positive impacts on the well-being and satisfaction of service users.

Recommendations

33.   Based on the findings from the Questionnaire Survey and Qualitative Study, the following recommendations are proposed for each aspect:

○   *Enhance service awareness and utilisation*

(a)   Increase operator awareness
(b)   Expand and diversify communication channels
(c)   Promote active participation and engagement in community activities

○   *Improve understanding and support*

(a)   Foster a better understanding of the redevelopment process
(b)   Strengthen emotional support services and cross-cultural communication

○   *Sustain evaluation and feedback mechanisms for SST services*

(a)   Continue use of the Key Performance Indicators (KPIs):
(b)   Incorporate visual aids in Questionnaire Survey
(c)   Continue periodic feedback surveys

○   *Shape the future delivery mode for enhanced service delivery*

(a)   Discuss and develop future delivery mode
(b)   Strengthen long-term planning

Introduction

1.　Background

Urban Renewal Fund

1.1　Buildings in Hong Kong are ageing at a rapid pace over the next thirty years. According to the final report of Hong Kong 2030: Planning Vision and Strategy, there will be over 326,000 residential units in buildings aged 70 years or above by 2046. In the past 15 years, the Urban Renewal Authority (URA) has provided 18,000 new residential units through development projects.[2]

1.2　As of the end of 2016, there were approximately 40,000 domestic and composite buildings in Hong Kong, with around 9,700 of them being over 50 years old. According to recent projections conducted by the URA, there are about 5,000 domestic and composite buildings in a dilapidated condition. By 2046, the estimated total number of domestic and composite buildings is expected to be around 57,000, with 28,000 of them being at least 50 years old.

1.3　To carry out urban renewal effectively, it is essential to adopt a "people-centred, district-based, public participatory" approach. The key principles that underlie the government's 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 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.[3]

1.4　From February 2002 to the end of 2011, the social service teams (SST) responsible for assisting affected tenants and households in URA redevelopment projects were directly funded by URA. However, in 2010, the

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

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

social work sector raised concerns about this principal/agent relationship with URA, as it tended to blur the line between social workers and URA's acquisition team. This arrangement was met with skepticism by affected owners and tenants. Social workers strongly argued that without establishing trust with their clients, it became challenging for them to effectively deliver their casework services. To address this issue and provide a stable and independent source of funding for various supporting work, an Urban Renewal Fund (URF) was established. The URF acts as the trustee of the Trust Fund and took on the responsibility of appointing SSTs to provide assistance and counselling services to residents affected by URA's redevelopment projects starting in 2011.[4]

1.5   Endowed with HK$500 million by the URA, the URF aims to establish an independent funding source. The URF's primary objectives are to support the operation of Social Service Teams (SSTs) in assisting residents affected by urban redevelopment projects initiated by the URA. Additionally, the URF supports social impact assessments and other planning studies proposed by the District Urban Renewal Forum. It also allocates funds for heritage preservation and district revitalisation projects proposed by non-governmental organisations (NGOs) and other stakeholders as part of the broader urban renewal context. Through these endeavours, the URF plays a crucial role in facilitating and enhancing various aspects of urban renewal in Hong Kong.[5]

Urban Renewal Social Service Teams

1.6   In early 2022, following a tendering process, the URF has engaged three NGOs, namely The Salvation Army, Hong Kong Lutheran Social Service, and St. James' Settlement, to operate four Social Service Teams (SSTs). These SSTs provides valuable assistance to residents affected by redevelopment projects implemented by the URA in their designated districts/projects. The engagement period is set for 3.5 years, commencing in July 2022 and concluding in December 2025.[6]

1.7   These urban redevelopment projects are distributed across various districts in Hong Kong. Specifically, there are 5 projects in the planning stage, with a total of 4,180 existing households affected. In the acquisition stage, there are 2 projects involving 1,401 existing households. Additionally, there are 4 projects in the resumption stage, impacting 420 existing households. Overall, these 11 redevelopment projects encompass a total of 6,001 existing households and operators. The distribution of the projects is as follows: 1 project in Yau Tsim Mong, 2 projects in Sham Shui Po, 7 projects in Kowloon City, and 1 project in Central & Western district.

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[4] 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.
[5] www.urfund.org.hk/
[6] https://urfund.org.hk/en/social-service-team/

Table 1.1 Stage of development and number of existing households

Stage of Development	Number of Projects	Number of Existing Households/Operators
Planning	5	4,180
Acquisition	2	1,401
Resumption	4	420
Total	**11**	**6,001**

2. Objectives

2.1   The previous service users' feedback survey was conducted and completed in March 2019. 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 in 2023 ("the Survey").

2.2   The main objectives of the Survey are as follows: -

(a)   To conduct the survey to collect service users' feedback on the services of the urban renewal social service teams (SST) for providing assistance and counselling services to the owners, residents and operators affected by the redevelopment projects implemented by the Urban Renewal Authority.

(b)   To produce individual reports of the survey for each SST.

(c)   To produce an overall summary report of the survey for the SSTs.

3. Organisation of the Survey Report

3.1   The results of the Survey are provided in this Final Report:

Section I   Introduction
provides a background of URF and SSTs and outlines the objectives of the Survey

Section II   Methodology
details the methodology of the Survey including the evaluation framework, the procedures of data collection, data analysis plan and the enumeration results

Section III Questionnaire Survey
presents the statistical results of the questionnaire survey

Section IV   Qualitative Study
presents the qualitative views collected from the focus group discussions and in-depth interviews

Section V   Conclusion and Recommendations
summarises the results and provides recommendations

4.   Framework of Evaluation

Kirkpatrick model

4.1   There are several evaluation models available for program evaluation and performance assessment. Among them, the Donald Kirkpatrick model, first developed in 1959, is the best-known and most widely used framework for program evaluation. Kirkpatrick's model has served as the primary organizing design for the evaluations of training and learning. The model is easily understood, well-established, and adopted in different evaluation programs, including training and service evaluation. In this Survey, Kirkpatrick's model is proposed to be adopted to evaluate the effectiveness of the services provided by SSTs. Kirkpatrick (1996) further elaborates the four levels of the model, namely reaction, learning, behaviour changes, and results.

4.2   In Level 1 of the Kirkpatrick model, reaction is measured by taking feedback from the service users. Feedback on the content, expectations, and rationales for rendering services or not are collected through a questionnaire survey. The survey also explores the service users' needs for assistance and counselling services. The questionnaire survey is conducted after a certain period of provision of the services. In Levels 2 and 3 of the Kirkpatrick model, the learning and behaviour changes of the service users are measured through a questionnaire survey. The survey explores and assesses the extent of service users' progress on skills learning and information. Interviews are conducted with a well-structured questionnaire.

4.3   In Level 4 of the Kirkpatrick model, results evaluation measures 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 Levels 1, 2, and 3 are consolidated to evaluate the success of the program.

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4.4   The framework of the evaluation and the methodologies adopted are illustrated as follows:

   o   Level 1: Reaction - Feedback collected through a questionnaire survey after a certain period of provision of the services.

   o   Level 2: Learning - Assessment of service users' progress on skills learning and information through a questionnaire survey.

   o   Level 3: Behaviour Changes - Evaluation of the extent of service users' behaviour changes through a questionnaire survey with a well-structured questionnaire.

   o   Level 4: Results - In-depth interviews and/or focus group discussions to evaluate the impact and success of the service program. All the coverage of the service program and results in Levels 1, 2, and 3 are consolidated to evaluate the program's effectiveness.

4.5   Overall, the Kirkpatrick model provides a comprehensive and systematic approach to evaluating the effectiveness of service programs. By measuring the reaction, learning, behaviour changes, and results of the service users, the model enables a thorough assessment of the program's impact and effectiveness.

Framework of Key Performance Indicators

4.6   To conduct a good service evaluation that provides detailed and objective information for improving program performance, it is important to first deliberate on the key questions to be answered by service users. Key Performance Indicators (KPIs) can be used to frame evaluation questions as specifically and objectively as possible, breaking down broad evaluation questions into smaller, more manageable pieces. This allows for a more comprehensive and systematic evaluation of the service program, providing valuable insights for improvement.

4.7   According to Zeithaml and Bitner (1996)[7], service quality is defined as the delivery of excellent or superior service relative to user expectations. The evaluation of service quality is formed during the service supplying process, and user satisfaction with service is influenced by perceptions of service received and expectations of service desired. Parasuraman, Zeithaml, and Berry (1988)[8] 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, while responsiveness is the willingness to help service users and provide prompt service. Assurance is defined as the

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[7] Zeithaml, V., Bitner, M. 1996. Services Marketing. New York: McGraw-Hill.
[8] Parasuraman, A Parsu & Zeithaml, Valarie & Berry, Leonard. (1988). SERVQUAL: A multiple- Item Scale for measuring consumer perceptions of service quality. Journal of retailing.

knowledge and courtesy of the SST to develop trust and confidence with service users, empathy involves providing caring and attention to service users, and tangibles refer to the appearance of physical facilities, equipment, personnel, and communication materials of the SST. Together with the overall satisfaction of the services, five KPIs of the service quality model is proposed for assessing the performance of the services provided by the SSTs.

Diagram 4.1   Key performance indicators

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

Table 4.2 Question items of key performance indicators

KPIs	Question Items
Reliability	o Able to complete committed things. o Try to help solve the problems encountered by residents. o Handle residents' complaints properly.
Responsiveness	o Prompt response of residents' opinions. o Proactively ask residents about their needs. o Residents could be assisted at any time.
Tangibles	o Service staff have neat appearance. o Clear service scope and activity information. o Enough facilities.
Empathy	o Understand and care for needs of residents. o Individual services could be given to residents with different needs. o Prioritize the interests of residents.
Assurance	o Have sufficient knowledge about the redevelopment process. o Cordial and polite. o Could gain residents' trust.

5. Methodology

Target Respondents

5.1 The target respondents of the Survey are residents (including owners and tenants) and operators (including owners and tenants) affected by the redevelopment projects implemented by the URA.

5.2 The service period delivered by SSTs since 1 July 2022 in the redevelopment projects.

Data Collection Methods

5.3 The data collection for the Survey involved two main methods: the Questionnaire Survey and the Qualitative Study, which included focus group discussions and in-depth interviews. A questionnaire survey was conducted with a sample of 500 residents and operators. This method allowed for a broad coverage of perspectives and experiences related to the services provided by the SSTs. Additionally, four focus group discussions were held, involving social workers from the SSTs. These discussions provided an opportunity for in-depth exploration of their insights, experiences, and suggestions regarding the services rendered.

5.4 Furthermore, in-depth interviews were conducted with 60 residents or operators who had received services from the SSTs. These interviews allowed for a detailed exploration of their specific experiences and feedback, providing valuable insights into the effectiveness and impact of the SST services. Together, these data collection methods provided a comprehensive understanding of the perspectives of residents, operators, and social workers involved in the SSTs' operations.

Table 5.1 Coverage of the data collection methods

Methods	Coverage
Questionnaire survey	500 residents and operators
Focus group discussions	4 focus groups with social workers of SSTs
In-depth interviews	60 residents or operators who had received services of SSTs

Questionnaire Survey

Sampling Design

5.5   For the questionnaire survey conducted in this Survey, a proportionate stratified random sampling method was utilised. The sampling process was designed to ensure representation from various strata based on the stage of development of the urban renewal projects, namely planning, acquisition, and resumption stages. The aim was to capture the experiences and perspectives of both residents and operators who had either received services from the SSTs or had not.

5.6   The sampling design for the questionnaire survey adopted a disproportionate approach. The proposed effective sample sizes were determined as follows: 280 for the planning stage, involving 1,401 existing households; 200 for the acquisition stage, involving 4,180 existing households; and 20 for the resumption stage, involving 420 existing households. In total, the proposed effective sample size was 500 respondents. With an effective sample size of 500, the precision of the estimates is expected to be within the range of plus/minus 4.4 percentage points at 95% confidence, assuming simple random sampling.

Survey Procedures and Quality Checking

5.7   The data collection process involved face-to-face interviews conducted by trained interviewers. These interviewers visited the sampled households and shops and utilised a Computerized Assisted Personal Interviewing (CAPI) system to conduct the interviews. In cases where respondents had moved out from the redevelopment projects, interviewers contacted them via telephone to arrange interviews. Field managers accompanied the interviewers during the fieldwork period to observe their work, provide technical support, and offer advice when needed.

5.8   Before the main survey began, a pilot study was conducted to test the effectiveness of the survey questionnaire and operational procedures. Each part of the questionnaire was thoroughly tested during this pilot phase to ensure its reliability and validity.

5.9   To maintain the credibility of the collected data, several quality control measures were implemented. All interviewers received training before being assigned to conduct the fieldwork. Briefing and de-briefing sessions were conducted to explain the fieldwork procedures and interview questions, enhancing the interviewers' understanding of the project and facilitating smooth operation during the interviews. A quality-checking exercise was carried out, which involved randomly sampling 15% of the completed cases, 15% of the invalid cases, and 3% of the non-contact cases. This exercise aimed to countercheck the accuracy and quality of the collected data.

5.10   The confidentiality of service users' information was strictly maintained throughout the Survey. Respondents were informed that their involvement was voluntary, and they had the freedom to withdraw from the study at any time without impacting the services they received. Additionally, the collected data were processed and analysed in an aggregated form, ensuring that individual participants remained anonymous. This approach protected the privacy and identity of the respondents, adhering to ethical standards and data protection guidelines.

Questionnaire Design

5.11   The questionnaire design for the Survey encompasses several key aspects that were consolidated after conducting focus group discussions, reviewing relevant literature, and consulting with the URF. The four aspects are (i) awareness and utilisation, (ii) understanding needs and concerns, (iii) expectations and satisfaction with the services, and (iv) users' profiles. By addressing these key aspects and incorporating relevant questions within each area, the questionnaire seeks to gather thorough information and insights from respondents.

Table 5.2 Questionnaire design

Aspects	Key Questions
Awareness and utilisation	○ Awareness of the services provided by SSTs ○ The usage of services provided by SSTs ○ Rationales for seeking or not seeking services from SSTs
Understanding, needs and concerns	○ Users' understanding of redevelopment process ○ Key areas of concern ○ Major worries from the users and difficulties encountered ○ Users' current emotion
Expectations and satisfaction with the services	○ Expectations of the services provided by SSTs ○ Satisfaction with the services provided by SSTs ○ Key performance indicators ○ Views on areas of improvements
Users' profile	○ Residential and operators ○ Owners and tenants ○ Stages of redevelopment process ○ Age groups

Data Processing and Analysis

5.12   After the data collection phase, the collected data underwent a validation process to detect within-record inconsistencies and other out-of-range errors, ensuring the overall quality and reliability of the data. The findings of the questionnaire survey were summarised using descriptive statistics. This report aims to provide a comprehensive overview of the feedback received from service users of the SSTs.

5.13   The data analysis approach employed in this study includes the following.

(i)   Summary of users' opinions: The feedback provided by both residents and operators is summarised using either percentage distributions or mean scores, depending on the nature of the responses.

(ii)   Cross-tabulations of residents' feedback: The residents' feedback is examined in relation to specific factors, such as the distinction between owners and tenants, age groups (i.e., residents aged below 60 and those aged 60 or above), and the three stages of the redevelopment process.

(iii)   Key performance indicators: Mean scores are used to express the performance indicators that are deemed essential in evaluating the effectiveness of the SSTs' services.

5.14   Attention is drawn to the fact that some figures may not add up to a total of 100% due to rounding. Likewise, summations of percentages may exceed 100% since the selection of more than one answer was allowed for some questions. In most cases, "agree" in the text included the "agree" and "strongly agree" responses presented in the tables and charts. By the same token, "disagree" included "disagree" and "strongly disagree" unless otherwise specified. The same applies to "satisfied" and "dissatisfied".

5.15   For the analyses, appropriate statistical tests were conducted depending on the nature of the variables. 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. In these analyses, p-values were calculated in order to evaluate the statistical significance of the results; a p-value of less than .05 ($p < .05$) was statistically significant, or p-values of less than .05 ($ps < .05$) were statistically significant. Statistical analyses were conducted using SPSS version 26.0 (IBM SPSS Inc., Chicago, IL, USA).

6.   Qualitative Study

Sampling Design

6.1   To explore more in-depth views and feedback from service users and social workers, four focus group discussions were conducted with social workers of SSTs. Additionally, 60 in-depth interviews were carried out with residents or operators who had received services from SSTs.

Discussion Topics

6.2   The interview guidelines were designed after a thorough review of the details gathered from the questionnaire survey and in consultation with URF. The discussion items are as follows:

Social workers' perspective

- o   Service delivery and modes
- o   Potential needs and concerns of residents and operators
- o   Strengths of the services
- o   Perceived benefits to the residents and operators
- o   Service limitations
- o   Other issues related to the service programs

Residents' and operators' perspective

- o   Service sought
- o   Needs and concerns of residents and operators
- o   Benefits of the services
- o   Satisfaction with the services
- o   Suggested improvements on the future services
- o   Other issues related to the service programs

Procedures and Quality Checking

6.3   Conducting focus group discussions or in-depth interviews is a distinct process from administering questionnaire surveys. The objective of a discussion is not to elicit definitive responses from individual participants following a predefined sequence of questions based on a structured questionnaire. Instead, the moderator's role in a discussion is to encourage participants to freely express their thoughts, attitudes, and ideas on a specific topic.

6.4 Each focus group discussion in the Qualitative Study lasted approximately one and a half hours, while each in-depth interview took around one hour. As an incentive, participants in the in-depth interviews were provided with supermarket coupons.

6.5 Several measures were implemented to ensure the credibility of the information gathered from the discussions. Firstly, efforts were made to recruit participants from diverse backgrounds and with varying views on the themes being explored. This ensured a range of perspectives and enriched the data collected. Secondly, the materials and guidelines used for the focus group discussions and in-depth interviews were carefully developed after reviewing the findings obtained from the Questionnaire Survey. This ensured that the discussions aligned with the research objectives and provided valuable insights on the research topics. Lastly, experienced researchers who possessed ample expertise in conducting qualitative interviews served as moderators for the discussions. Their experience and knowledge contributed to conducting meaningful and insightful discussions and interviews, further enhancing the credibility of the information gathered.

Data Processing and Analysis

6.6 After the completion of the focus group discussions and in-depth interviews, a dedicated team of experienced indoor staff, who possessed a strong understanding of research methodologies, took responsibility for analysing the collected views. The team organised and coded the views, connecting them with the findings from the Questionnaire Survey. To enrich the analysis with qualitative insights, direct quotes or excerpts from the discussions were incorporated.

7. Enumeration Results

7.1 The fieldwork of the Questionnaire Survey was conducted from 5 October 2023 to 29 January 2024. A total of 720 residential units and 160 non-residential units[9] were randomly selected from the redevelopment projects. 191 residential units and 5 non-residential units were classified as invalid, either due to being vacant or being unreachable. Among the eligible quarters, a total of 411 residents and 118 operators were successfully enumerated, resulting in response rates of 77.7% and 76.1% respectively. For residents, with an effective sample size of 411, based on simple random sampling, the precision level of the estimates is within the range of ±4.8 percentage points at 95% confidence level. For operators, with an effective sample size of 118, based on simple random sampling, the precision level of the estimates is within the range of ±9.0 percentage points at 95% confidence level. Readers should take precautions in interpreting the findings.

7.2 The Qualitative Study discussions were conducted from 20 December 2023 to 18 January 2024. During the discussions, 14 social workers participated in four focus group discussions to share their views on the services provided by SSTs. Additionally, 55 residents and 5 operators also took part in the qualitative discussions, providing their feedback on the SST services.

Table 7.1 Enumeration results

	Residents	Operators
Questionnaire Survey		
Total number of quarters sampled	**720**	**160**
Number of invalid quarters (e.g. vacant, unable to be reached)	191	5
Number of eligible quarters	529	155
Total number of valid quarters	**529**	**155**
Number of users refused to participate	46	8
Number of non-contact users	72	29
Number of users successfully enumerated	411	118
Response rate (%)	**77.7%**	**76.1%**
Qualitative Study		
In-depth interviews	55	5
Focus group discussions	4 sessions with 14 social workers	

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[9] 26 residents and 2 operators who moved out from the quarters were referred by the SSTs.

8.   Survey Limitations

8.1   It is important to acknowledge the limitations and potential errors associated with the Survey results, despite the implementation of rigorous data validation and processing procedures. Readers should consider these limitations and recognize the attempts made to mitigate their impact. The following limitations should be taken into account:

○   *Data accuracy*

The Survey adopted a retrospective cross-sectional approach, which relied on the respondents' memories of their experiences and feelings. This introduces the possibility of variations in accuracy. To minimize errors, a detailed interview approach was employed, and respondents were provided with comprehensive information about the question items before providing their comments.

○   *Measurement of attitudes and behavioural changes*

The cross-sectional questionnaire survey was unable to measure attitudes and behavioural changes in line with level 3 of Kirkpatrick's model. Instead, the survey focused on collecting and analysing the current behaviour and emotions of the users.

○   *Random sampling limitations*

While random sampling was employed in the planning and acquisition stages of the survey, it was not feasible during the resumption stage. Some target respondents had already moved out from the redevelopment sites, making random sampling impractical. In these cases, 26 residents and 2 operators who had relocated were referred by the SSTs for inclusion in the survey.

○   *Insufficient samples for detailed analysis in resumption stage*

Due to the limited number of residents and operators in the resumption stage, there were insufficient samples for conducting a detailed analysis. As a result, aggregate results were compiled and presented instead.

9. Profiles of Users

9.1 Among 411 residents, about 59.9% were tenants, 39.4% were owner-occupiers, and 0.7% were non-owner occupiers who rented out their residential units instead of residing in them. Regarding age distribution, around 60.8% of the residents who were the heads of households were below the age of 60, while 39.2% were 60 years or older. In terms of the redevelopment process stage, it was found that 56.0% of the households were in the planning stage, 37.7% were in the acquisition stage, and 6.3% were in the resumption stage.

9.2 Among 118 operators, the majority (86.4%) were tenants and about 13.6% were owners of non-residential units. In terms of the redevelopment process stage, it was found that 54.2% of the operators were in the planning stage, 44.1% were in the acquisition stage, and 1.7% were in the resumption stage.

Table 9.1 Profiles of users

	Residents		Operators	
	Count	%	Count	%
Owners and tenants				
Owner-occupiers	162	39.4	16	13.6
Non-owner occupiers	3	0.7	0	0.0
Tenants	246	59.9	102	86.4
Age groups				
Aged below 60	250	60.8	-	-
Aged 60 or above	161	39.2	-	-
Redevelopment stages				
Planning	230	56.0	64	54.2
Acquisition	155	37.7	52	44.1
Resumption	26	6.3	2	1.7
Total	**411**	**100.0**	**118**	**100.0**

9.3   Among the 411 residents who participated in the survey, the data revealed that services provided by different SSTs, were utilised. The findings indicate that 38.7% of the residents received services from the Salvation Army - Team 1 (Salvation YM & SSP), while 2.9% received services from the Salvation Army - Team 2 (Salvation KC). A significant proportion of residents, 56.0%, received services from St. James' Settlement (St. James), while 2.4% received services from the Hong Kong Lutheran Social Service (HKLSS).

9.4   Among the 118 operators who participated in the survey, higher proportions of them received services provided by Salvation YM&SSP (44.1%), followed by St. James (36.4%) and HKLSS (19.5%).

9.5   It is important to note that the differences in the number of residents and operators surveyed for each SST can be attributed to the ongoing redevelopment sites. For example, Salvation KC currently maintains a site in the resumption stage, resulting in all residents having moved out, leading to a smaller number of surveyed residents. These factor, including the redevelopment process and the nature of the project sites assigned to different SSTs, influenced the distribution of surveyed residents and operators among the different SSTs.

Table 9.2 Distribution of responded residents and operators by SSTs

	Residents		Operators	
	Count	%	Count	%
The Salvation Army – Team 1 (YM & SSP)	159	38.7	52	44.1
The Salvation Army – Team 2 (KC)	12	2.9	NA	NA
St. James' Settlement	230	56.0	43	36.4
Hong Kong Lutheran Social Service	10	2.4	23	19.5
Total	**411**	**100.0**	**118**	**100.0**

9.6   Table 9.3 presents the distribution of responded residents and operators by SSTs, occupancy status and redevelopment stages.

Table 9.3 Distribution of responded residents and operators by SSTs, occupancy status and redevelopment stages (%)

	Occupancy Status			Redevelopment stages		
	Owner occupiers	Non-owner occupier	Tenants	Planning	Acquisit-ion	Resumpt-ion
Residents						
Salvation YM&SSP	27.8	66.7	45.5	0.0	100.0	15.4
Salvation KC	0.6	0.0	4.5	0.0	0.0	46.2
St. James	66.0	0.0	50.0	95.7	0.0	38.5
HKLSS	5.6	33.3	0.0	4.3	0.0	0.0
Operators						
Salvation YM&SSP	43.8	-	44.1	0.0	100.0	0.0
Salvation KC	0.0	-	0.0	0.0	0.0	0.0
St. James	50.0	-	34.3	64.1	0.0	100.0
HKLSS	6.3	-	21.6	35.9	0.0	0.0
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

10. Services Awareness and Utilisation

Awareness of the Services provided by SSTs

10.1   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).

10.2   The survey results indicate that both residents and operators demonstrated a fair to good level of awareness regarding the services provided by SSTs, with scores of 6.3 for both groups. However, when it came to awareness of the service target and service area of the SSTs, there were some differences. Residents exhibited a higher level of awareness, with a score of 6.1 for the service target and 6.3 for the service area of the SSTs. On the other hand, operators rated their awareness at 5.6 for both aspects. These differences were found to be statistically significant (*ps* < .05), suggesting that residents had a better understanding of the service target and service area compared to operators.

10.3   The survey results highlight that both residents and operators have a reasonable level of awareness regarding the services provided by SSTs. However, residents showed greater awareness of the service target and service area of the SSTs compared to operators, indicating the necessity for targeted efforts to enhance operator awareness in those areas.

Chart 10.1   Awareness of the services

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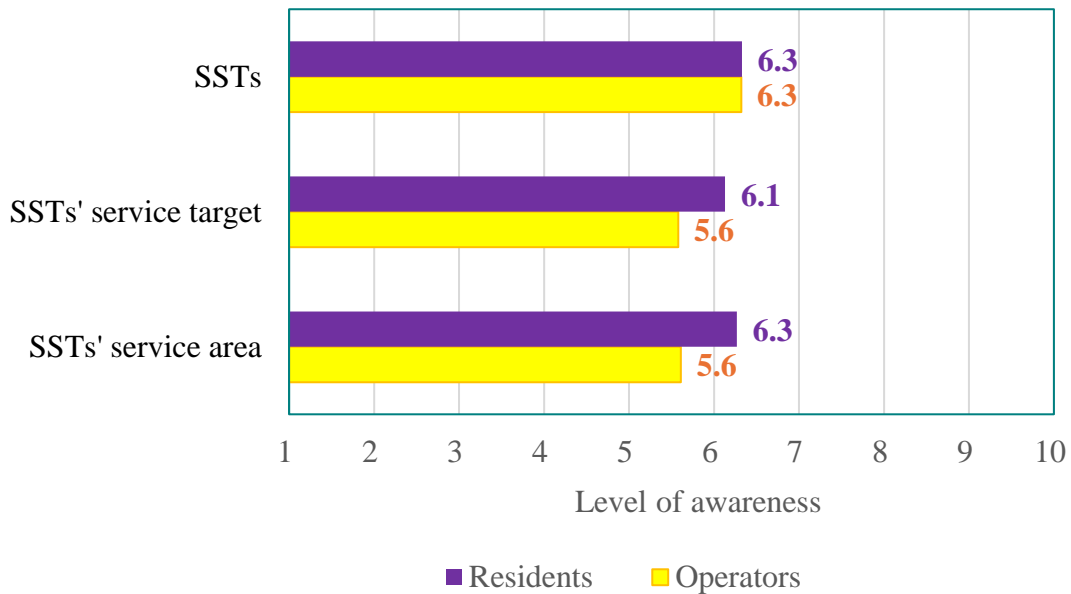
10.4   Analysed by occupancy status, residents who were owners demonstrated a significantly higher level of awareness regarding the service target and service area of the SSTs compared to tenants ($ps < .05$). However, the difference in awareness of the SSTs themselves between owners and tenants was not found to be statistically significant. Among operators, although owners had higher scores in awareness of the SSTs, as well as their service target and service area compared to tenants, the differences were not found to be statistically significant.

Chart 10.2   Awareness of the services by occupancy status

Level of awareness

- Residents - Owners
- Residents - Tenants
- Operators - Owners
- Operators - Tenants

10.5   Analysed by age groups of the residents, the levels of awareness among residents aged 60 or above on SSTs and their service scope (ranging from 6.1 to 6.3) were slightly higher compared to residents aged below 60 (ranging from 6.1 to 6.4), but the differences were not statistically significant.

Chart 10.3   Awareness of the services among residents by age groups

Level of awareness

- Residents - Aged below 60
- Residents - Aged 60 or above
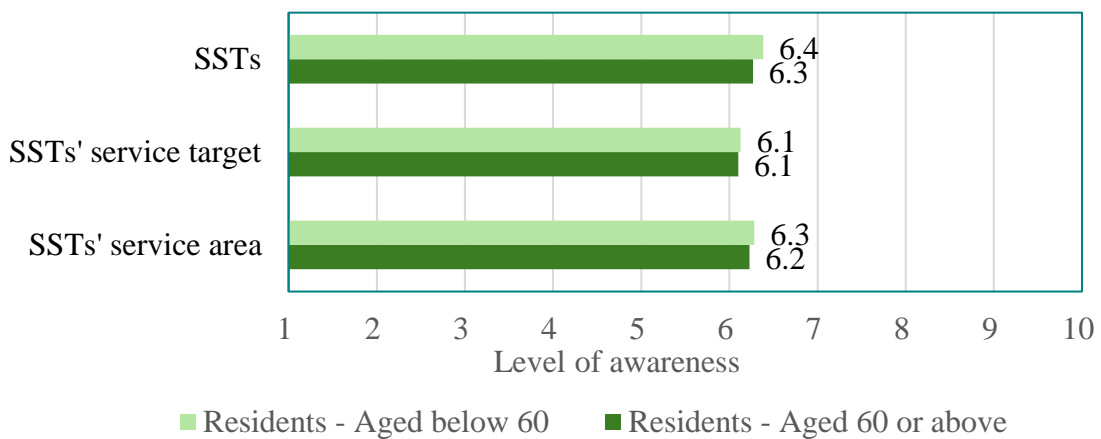
10.6 When analyzed by the redevelopment stages, residents in the resumption stage demonstrated the highest level of awareness. They achieved impressive scores of 8.8 for the SSTs, 8.2 for the service area, and 8.2 for the service target. The residents in the acquisition stage also showed relatively high awareness, scoring above 6 on average. However, residents in the planning stage had lower awareness scores, ranging from 5.9 to 6.1.

10.7 Operators in the resumption stage exhibited the highest level of awareness, scoring an impressive 8.5 for both SSTs and the service area, and 8.0 for the service target. However, operators in the acquisition and planning stages had lower awareness scores, ranging from 5.4 to 6.4.

10.8 Overall, the results indicate that both operators and residents in the resumption stage displayed a greater level of awareness regarding the SSTs, the service area, and the service target. However, it is worth noting that the number of respondents among residents and operators is small.

Chart 10.4   Awareness of the services by redevelopment stages

Level of awareness

Residents - Planning   Residents - Acquisition
Residents - Resumption   Operators - Planning
Operators - Acquisition   Operators - Resumption
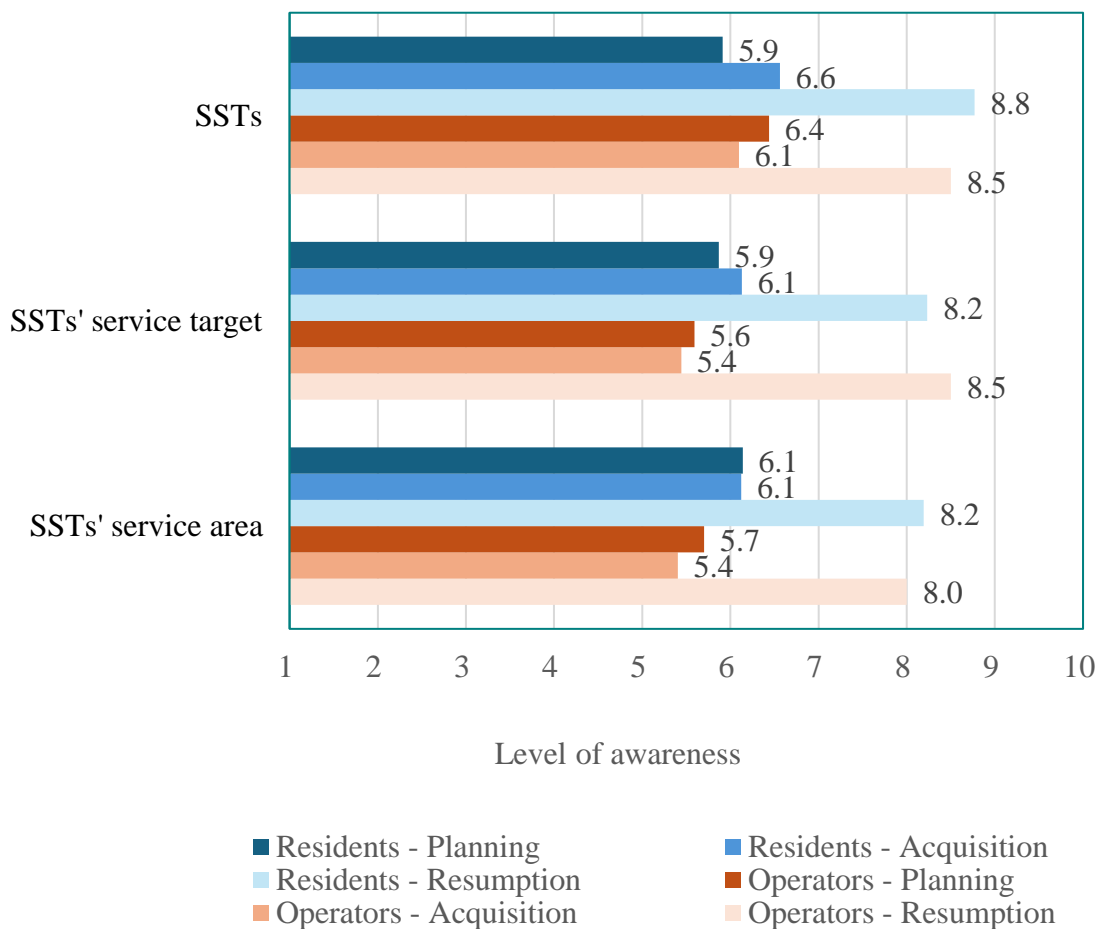
Channels to Learn SSTs

10.9   The majority of residents (80.3%) and operators (80.5%) learned about SSTs through printed materials such as posters, flyers, and brochures. This method was found to be the most efficient channel for reaching both groups. About half (49.6%) of the residents acquired information about SSTs through household visits from SSTs, while 34.7% of the operators indicated the same method. Other channels included events such as talks and exhibitions, obtaining information from neighbours, and using social medial platforms like Facebook.

Chart 10.5   Channels to learn SSTs (%)
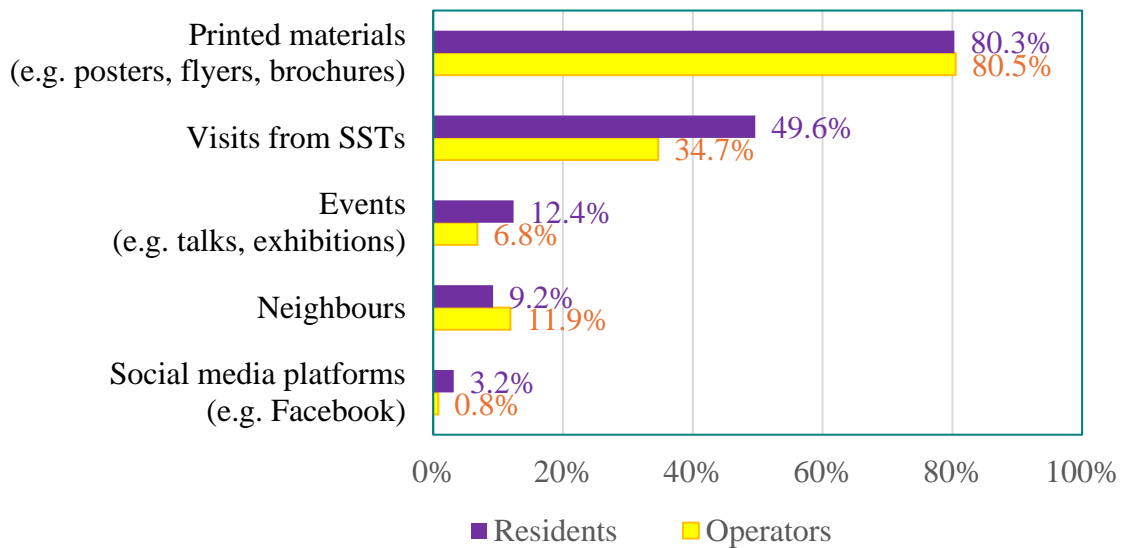
10.10   Out of the surveyed respondents, 133 residents and 22 operators were not aware of the SSTs, scoring 3 or below out of 10. When asked about the channels they would find effective for learning about SSTs, these residents indicated that visits from SSTs (68.4%) and printed materials (67.7%) were the most effective methods. Among these operators, 72.7% found printed materials to be the most effective channel, followed by visits from SSTs (40.9%) and events (27.3%).

Table 10.6   Channels to learn SSTs among those with low awareness (%)

	Residents	Operators
Channels to learn SSTs among those with low awareness [1]		
Visits from SSTs	68.4	40.9
Printed materials (e.g. posters, flyers, brochures)	67.7	72.7
Events (e.g. talks, exhibitions)	15.0	27.3
Social media platforms (e.g. Facebook)	12.0	13.6
Number of respondents	**133**	**22**

[1] Multiple responses

Services Utilisation

10.11 During the redevelopment process, about three quarters of the respondents received services provided by SSTs (77.6% of residents and 73.7% of operators). The key rationales were obtaining information related to redevelopment (90.3% of residents and 94.3% of operators), seeking assistance (81.5% of residents and 51.7% of operators), and the service offered was helpful (77.1% of residents and 75.9% of operators). Currently, more than two-thirds (67.4% of residents and 80.5% of operators) had stopped receiving services, among them, a significant number of residents (86.0%) stated that they no longer needed them, whereas the majority of operators (95.7%) mentioned having already obtained the relevant information. On the contrary, about one quarter of the respondents did not receive services provided by SSTs (22.4% of residents and 26.3% of operators) and among them, the top two rationales were "no need" (67.4% of residents and 64.5% of operators) and "no time" (52.2% of residents and 45.2% of operators).

Table 10.7   Services utilisation and the rationales (%)

	Residents	Operators
Received services provided by SSTs	**77.6**	**73.7**
Rationales for seeking services[1]		
Obtain information related to redevelopment	90.3	94.3
Seek assistance during redevelopment process	81.5	51.7
The service offered is helpful	77.1	75.9
Current status of receiving services		
Continuously receiving services	32.6	19.5
Stopped receiving services	67.4	80.5
Rationales for not using services currently[1]		
Have already obtained the relevant information	16.3	95.7
No longer in need of the services	86.0	4.3
No time	2.3	0.0
Did not receive services provided by SSTs	**22.4**	**26.3**
Rationales for not seeking services[1]		
No need	67.4	64.5
No time	52.2	45.2
Do not know about the services	33.7	25.8
I think I could handle it myself	18.5	16.1
Someone else could offer help	8.7	0.0
Do not want to trouble others	4.3	3.2
Total	**100.0**	**100.0**

[1] Multiple responses

10.12 Among the users who received services provided by SSTs, more than half received inquiry or consulting services (77.6% of residents and 84.7% of operators), and briefings or lectures (60.8% of residents and 61.9% of operators). Slightly less than half attended community activities (44.3% of residents and 46.6% of operators). Less than one quarter received case counselling, follow-up or referral services (21.7% of residents and 18.6% of operators), redevelopment, relocation adaptation services (14.4% of residents and 7.6% of operators), and emotional support services (13.6% of residents and 19.5% of operators). These statistics demonstrate the range of services provided by SSTs, with inquiry or consulting services and briefings or lectures being the most widely utilised.

Chart 10.8   Services utilisation (%)
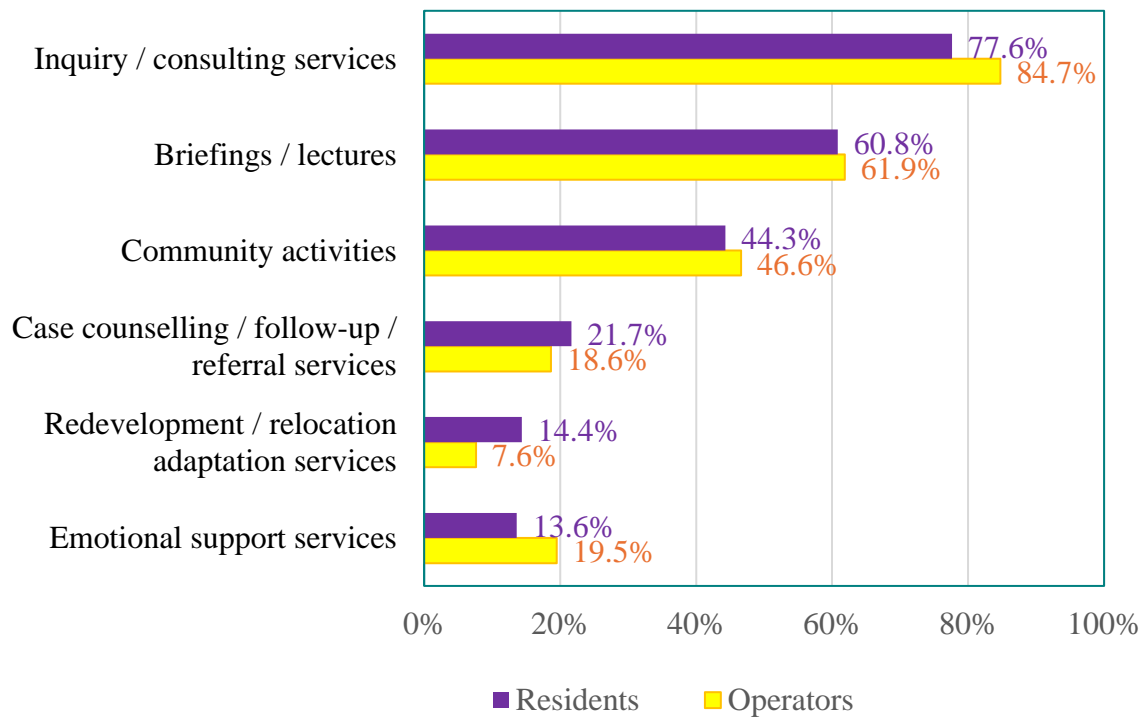
10.14   The utilisation of services provided by SSTs varied between owners and tenants among both residents and operators, particularly in the top two service categories. Owners generally had higher utilisation rates for inquiry or consulting services and briefings or lectures compared to tenants. However, tenants had a higher utilisation rate for emotional support services, which suggested their potential need for this type of service.

10.15   When analysed according to the stages of the redevelopment process, both residents and operators exhibited varying utilisation rates for the different services provided by SSTs during the planning, acquisition, and resumption stages. Without a doubt, the utilisation of all services increased from the planning stage to the acquisition stage, and reached its peak during the resumption stage.

Table 10.9   Services utilisation by occupancy status and redevelopment stages (%)

	Occupancy Status		Redevelopment stages		
	Owners	Tenants	Planning	Acquisit-ion	Resumpt-ion
Residents					
Inquiry / consulting services	80.0	76.0	74.8	78.1	100.0
Briefings / lectures	64.8	58.1	56.5	66.5	65.4
Community activities	46.7	42.7	42.6	41.3	76.9
Case counselling / follow-up / referral services	18.8	23.6	9.6	28.4	88.5
Redevelopment / relocation adaptation services	12.1	15.9	11.7	11.6	53.8
Emotional support services	9.1	16.7	6.5	13.5	76.9
Number of respondents	**165**	**246**	**230**	**155**	**26**
Operators					
Inquiry / consulting services	87.5	84.3	84.4	84.6	100.0
Briefings / lectures	75.0	59.8	51.6	73.1	100.0
Community activities	37.5	48.0	50.0	42.3	50.0
Case counselling / follow-up / referral services	18.8	18.6	14.1	21.2	100.0
Redevelopment / relocation adaptation services	12.5	6.9	1.6	13.5	50.0
Emotional support services	6.3	21.6	15.6	21.2	100.0
Number of respondents	**16**	**102**	**64**	**52**	**2**

11. Understanding, Needs and Concerns

Residents' Understanding of the Redevelopment Process
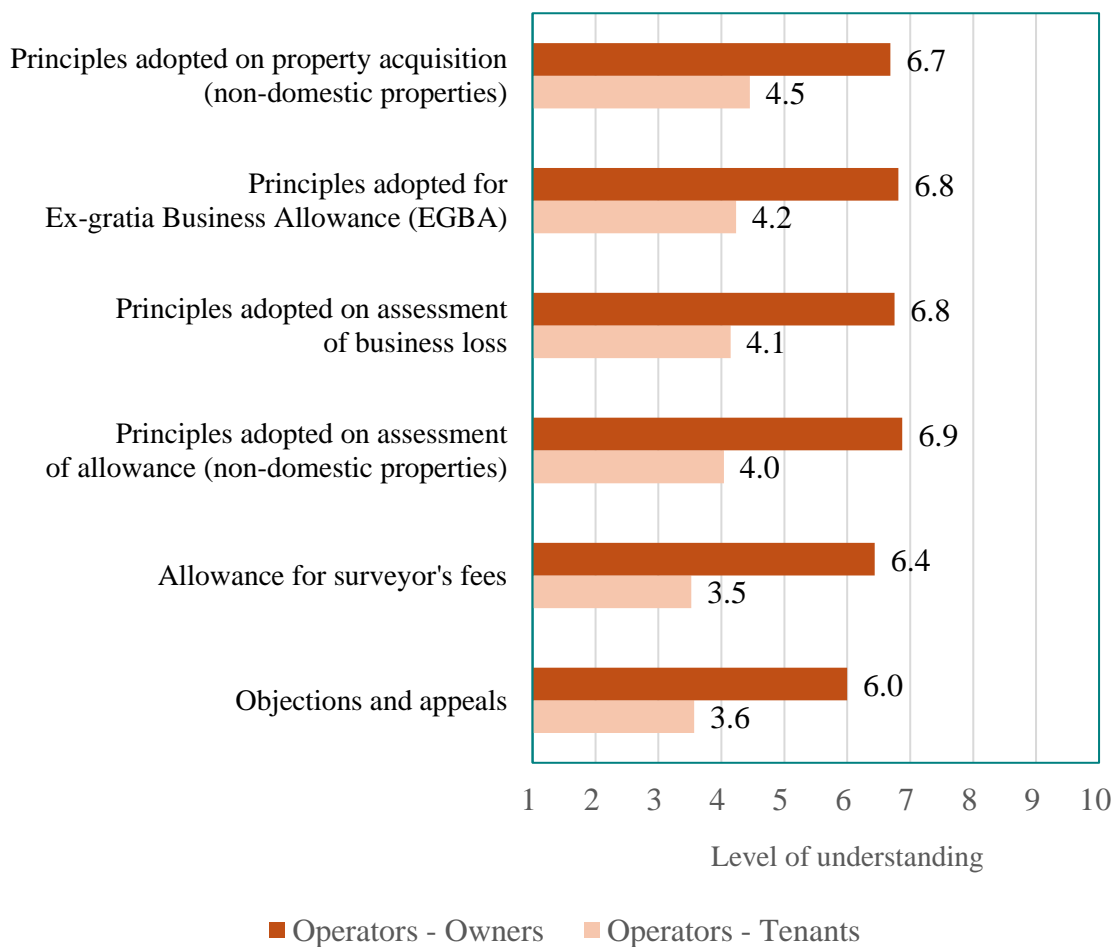
11.1   Residents were asked to rate their level of understanding of the urban redevelopment process (including planning, acquisition and resumption) using a 10-point Likert scale (1 = not understand at all and 10 = very good understanding).

11.2   The results showed that residents generally had a moderate level of understanding of various aspects of the redevelopment process. They perceived their level of understanding to be highest for the principles adopted on the assessment of allowance (5.7 out of 10), followed closely by the principles adopted for Tenant Rehousing and Ex-gratia Allowance (5.6), and principles adopted on property acquisition (5.5). The Urban Renewal Project Rescue Fund (PRF) received a rating of 5.2, indicating a moderate level of understanding. Residents reported a slightly lower level of understanding for objections and appeals (5.1). The allowance for surveyor's fees had a rating of 4.9, suggesting a slightly lower level of understanding. The Elderly Domestic Owner-Landlords Compassionate Allowance and the Flat-for-Flat (FFF) Scheme had the lowest ratings of 4.2, as not all residents may need to utilise these specific services, resulting in a relatively lower level of understanding.

Chart 11.1   Residents' level of understanding of the redevelopment process
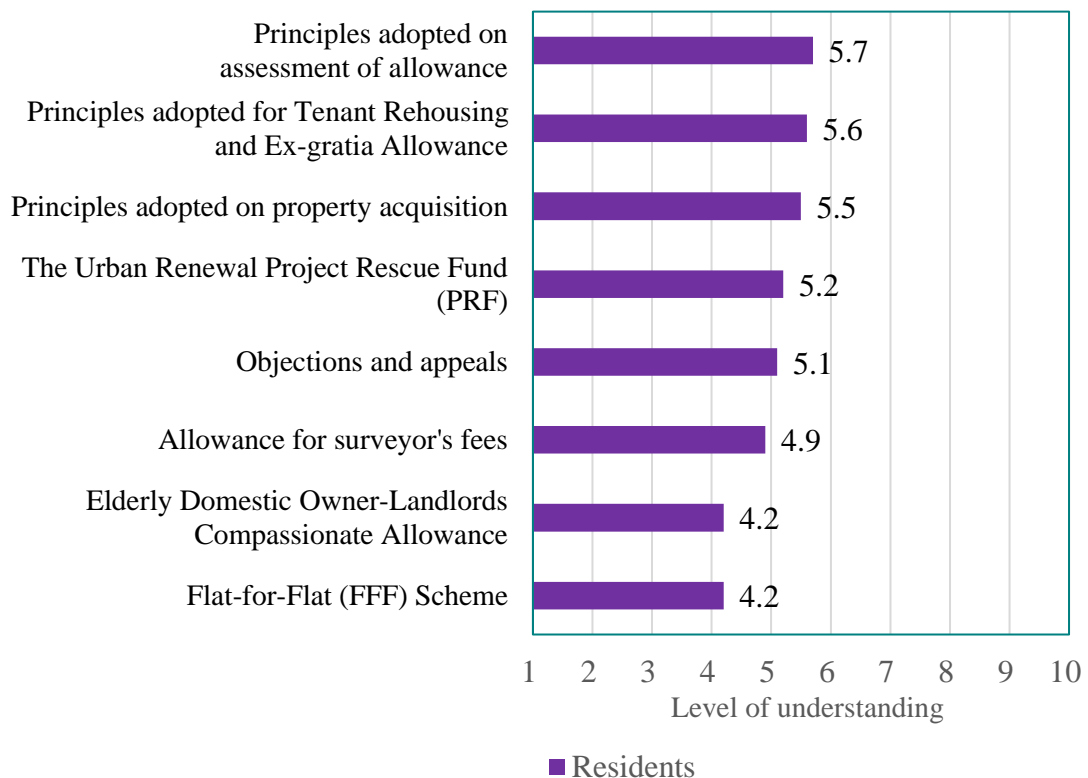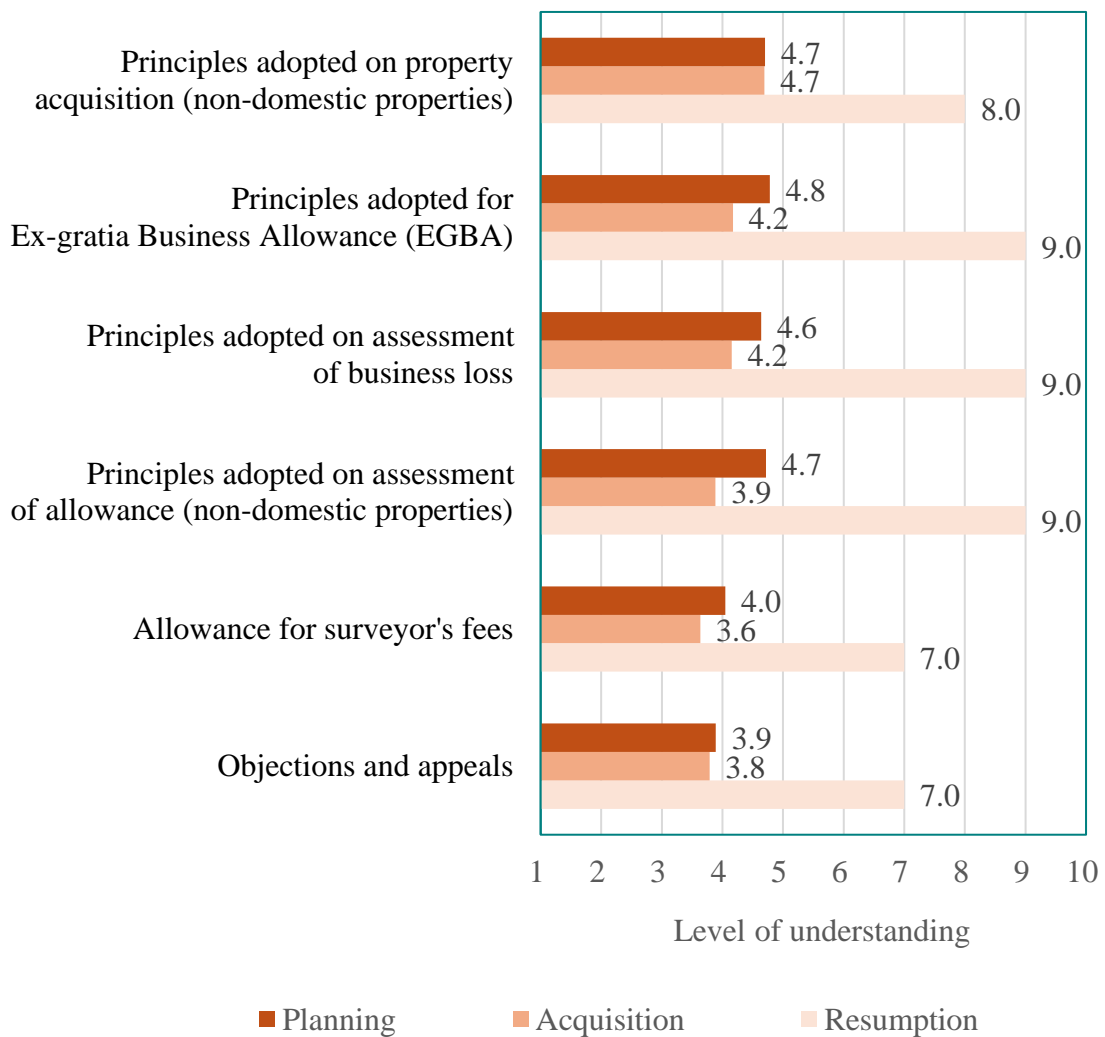
11.3   When analysed by occupancy status, owners reported significantly higher levels of understanding across various aspects of the redevelopment process (ranging from 5.4 to 6.8) compared to tenants (ranging from 3.3 to 5.2) (ps < .05). This difference in understanding may be attributed to the owners' higher involvement in the redevelopment process, as they had a greater stake and responsibility in the outcomes compared to tenants who had a more transient and limited role in the process.

Chart 11.2   Residents' level of understanding of the redevelopment process by occupancy status

Aspect	Residents - Owners	Residents - Tenants
Principles adopted on assessment of allowance	6.8	4.9
Principles adopted for Tenant Rehousing and Ex-gratia Allowance	6.2	5.2
Principles adopted on property acquisition	7.1	4.4
The Urban Renewal Project Rescue Fund (PRF)	6.4	4.4
Objections and appeals	6.2	4.4
Allowance for surveyor's fees	6.1	4.1
Elderly Domestic Owner-Landlords Compassionate Allowance	5.4	3.5
Flat-for-Flat (FFF) Scheme	5.7	3.3

Level of understanding

■ Residents - Owners   ■ Residents - Tenants

11.4   When analysed by age groups, residents who were aged 60 or above reported higher levels of understanding across various aspects of the redevelopment process (ranging from 4.4 to 6.1) compared to those who were aged below 60 (ranging from 4.0 to 5.6), as in general high proportion of owners in the aged 60 or above group. The differences were statistically significant for the level of understanding on principles adopted on assessment of allowance, principles adopted on property acquisitions, and FFF scheme.

Chart 11.3   Residents' level of understanding of the redevelopment process by age groups
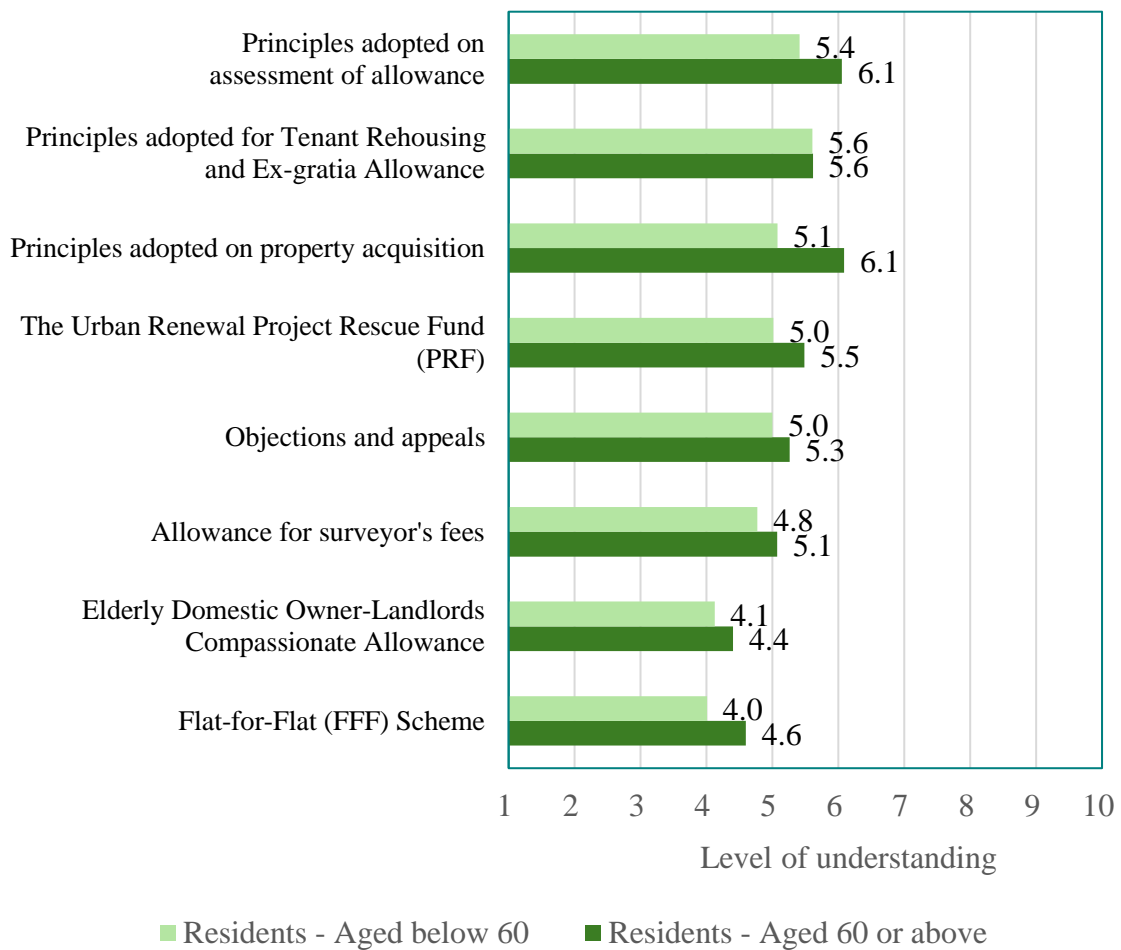
11.5   When analysed by the redevelopment stages, residents in the resumption stage reported significantly higher levels of understanding for the principles adopted on the assessment of allowance, principles adopted for Tenant Rehousing and Ex-gratia Allowance, and property acquisition (ranging from 6.0 to 7.5) compared to those in the planning stage (ranging from 5.7 to 5.9) and the acquisition stage (ranging from 4.9 to 5.2). This suggests that residents' understanding of these aspects of the redevelopment process tended to improve as they progressed through the different stages.

Chart 11.4   Residents' level of understanding of the redevelopment process by redevelopment stages
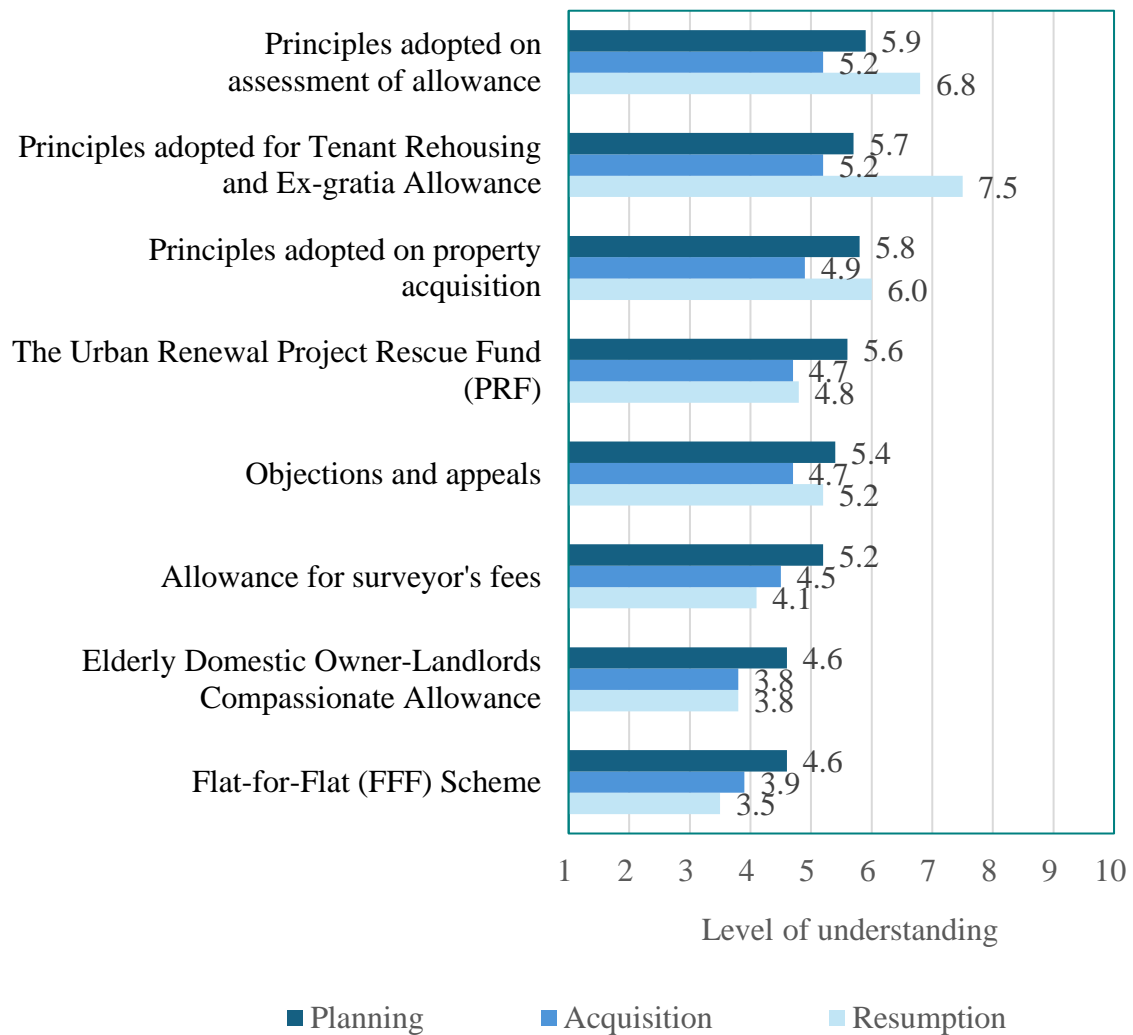
Operators' Understanding of the Redevelopment Process

11.6   Similarly, operators were asked to rate their level of understanding of the urban redevelopment process (including planning, acquisition and resumption) using a 10-point Likert scale (1 = not understand at all and 10 = very good understanding).

11.7   The results indicated that operators generally had a moderate to low level of understanding regarding various aspects of the redevelopment process. They reported the highest level of understanding for the principles adopted on property acquisition for non-domestic properties (4.8 out of 10), followed closely by the principles adopted for Ex-gratia Business Allowance (EGBA) (4.6), and principles adopted on the assessment of business loss (4.5). The principles adopted on the assessment of allowance for non-domestic properties received a rating of 4.4, indicating a somewhat lower level of understanding. The allowance for surveyor's fee and objections and appeals had the lowest ratings of 3.9, likely because not all operators may need to utilise these specific services, leading to a relatively lower level of understanding among them.

Chart 11.5   Operators' level of understanding of the redevelopment process

Level of understanding

☐ Operators
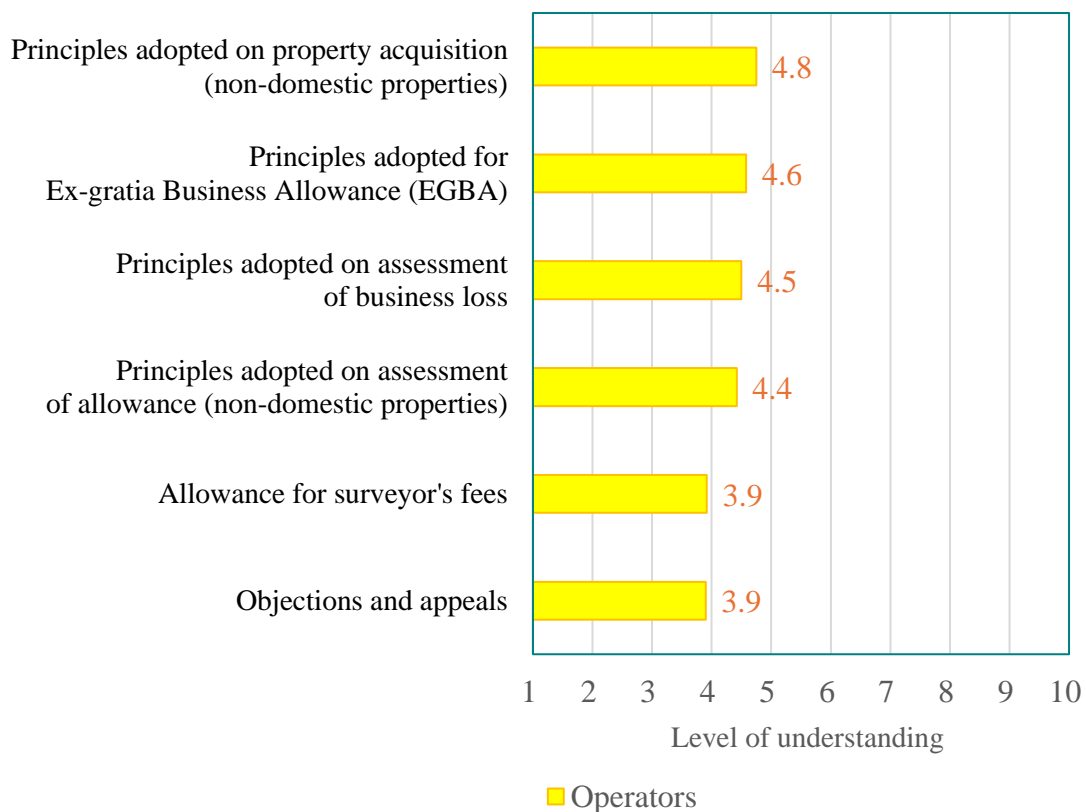
11.8   When analysed by occupancy status, owners reported significantly higher levels of understanding across various aspects of the redevelopment process (ranging from 6.0 to 6.9) compared to tenants (ranging from 3.5 to 4.5) (*ps* < .05). This difference in understanding can be attributed to the fact that owners typically have a more direct and involved role in the redevelopment process, as they had a vested interest in the property and were more likely to be engaged in decision-making and negotiations. On the other hand, tenants usually had a more limited involvement and might not have the same level of access to information and resources related to the redevelopment process.

Chart 11.6   Operators' level of understanding of the redevelopment process by occupancy status

Principles adopted on property acquisition (non-domestic properties) — Operators - Owners: 6.7; Operators - Tenants: 4.5

Principles adopted for Ex-gratia Business Allowance (EGBA) — Operators - Owners: 6.8; Operators - Tenants: 4.2

Principles adopted on assessment of business loss — Operators - Owners: 6.8; Operators - Tenants: 4.1

Principles adopted on assessment of allowance (non-domestic properties) — Operators - Owners: 6.9; Operators - Tenants: 4.0

Allowance for surveyor's fees — Operators - Owners: 6.4; Operators - Tenants: 3.5

Objections and appeals — Operators - Owners: 6.0; Operators - Tenants: 3.6

Level of understanding

■ Operators - Owners   ■ Operators - Tenants

11.10   When analysed by the stages of the redevelopment process, operators in the planning stage reported higher levels of understanding across various aspects of the redevelopment process (ranging from 3.9 to 4.8) compared to those in the acquisition stage (ranging from 3.6 to 4.7), however, the differences between the two stages were not statistically significant. It is important to note that there were only two operators in the resumption stage, so the findings for that stage may not be representative.

Chart 11.7   Operators' level of understanding of the redevelopment process by redevelopment stages

Principles adopted on property acquisition (non-domestic properties)
Planning: 4.7
Acquisition: 4.7
Resumption: 8.0

Principles adopted for Ex-gratia Business Allowance (EGBA)
Planning: 4.8
Acquisition: 4.2
Resumption: 9.0

Principles adopted on assessment of business loss
Planning: 4.6
Acquisition: 4.2
Resumption: 9.0

Principles adopted on assessment of allowance (non-domestic properties)
Planning: 4.7
Acquisition: 3.9
Resumption: 9.0

Allowance for surveyor's fees
Planning: 4.0
Acquisition: 3.6
Resumption: 7.0

Objections and appeals
Planning: 3.9
Acquisition: 3.8
Resumption: 7.0

Level of understanding

■ Planning   ■ Acquisition   ■ Resumption

Key Areas of Concern

11.11   Residents stated that the key areas of concern during the redevelopment process were the sufficiency of their compensation or allowance (54.5%), finding a new accommodation (54.0%), the timeline of redevelopment (51.8%), information related to the redevelopment (46.0%), and the allocation of public rental housing units (27.0%).

11.12   Operators, on the other hand, indicated that the key areas of concern during the redevelopment process were the sufficiency of their compensation or allowance (61.0%), the timeline of redevelopment (55.1%), finding a new shop unit (49.2%), and information related to the development (48.3%).

11.13   These findings highlight the common concerns shared by both residents and operators during the redevelopment process. The sufficiency of compensation or allowance emerges as a primary concern for both groups, indicating the importance of fair and adequate financial arrangements to alleviate potential hardships caused by the redevelopment. The timeline of the redevelopment is also a significant concern for both residents and operators, suggesting the need for effective project management and transparent communication to minimise disruptions and uncertainties. Finding suitable alternative accommodations and shop units is another major concern, emphasising the importance of addressing the needs and preferences of residents and operators when planning for relocation. Lastly, the availability and accessibility of information related to the redevelopment process are crucial for both residents and operators to make informed decisions and understand the implications of the project.

Chart 11.8   Key areas of concern (%)
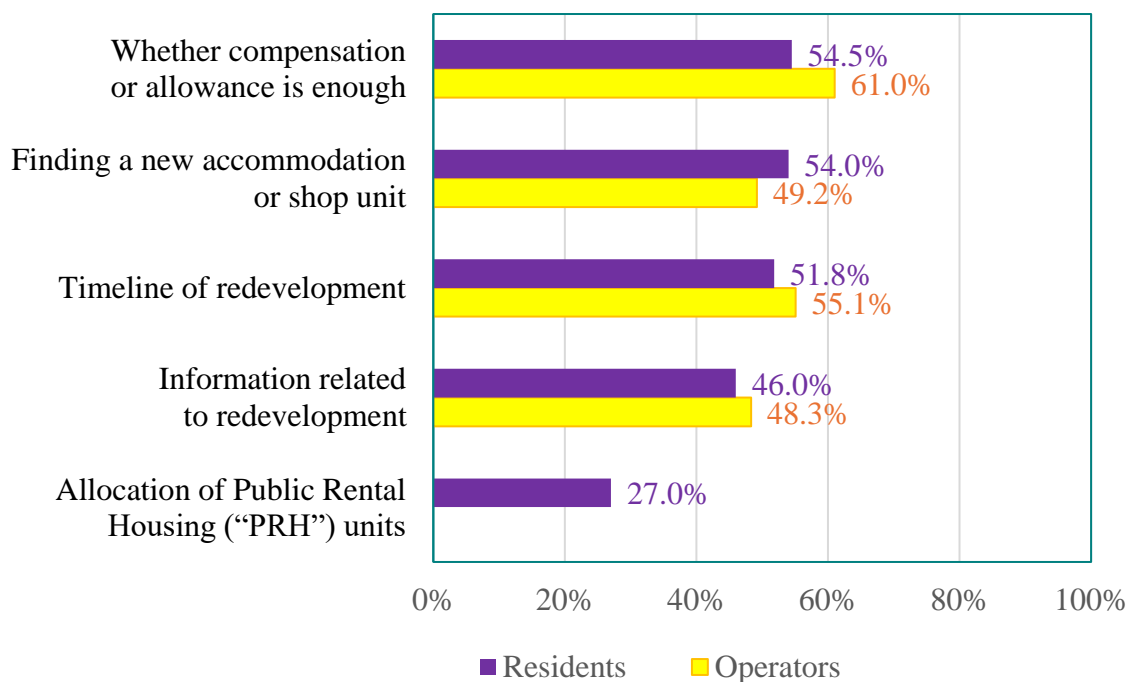
Major Worries from the Residents

11.14 Residents expressed their worries during the redevelopment process. The most prominent worry was the economic issue of being unable to afford the high property prices or rent (45.7%). Additionally, they faced economic challenges related to relocation and furniture expenses (21.9%), while some experienced a decrease in the unit area of their new accommodations (19.0%).

11.15 Other worries included building expenses and management fees after relocation (16.5%), inconvenience for family members in commuting to work (8.3%), unfamiliarity with new community facilities (7.1%), loss of familiar friends and neighbours (5.4%), inconvenience for children to attend school (3.9%), difficulty in finding a new job (1.7%), and being away from dependable relatives (0.5%).

Chart 11.9   Residents' major worries (%)
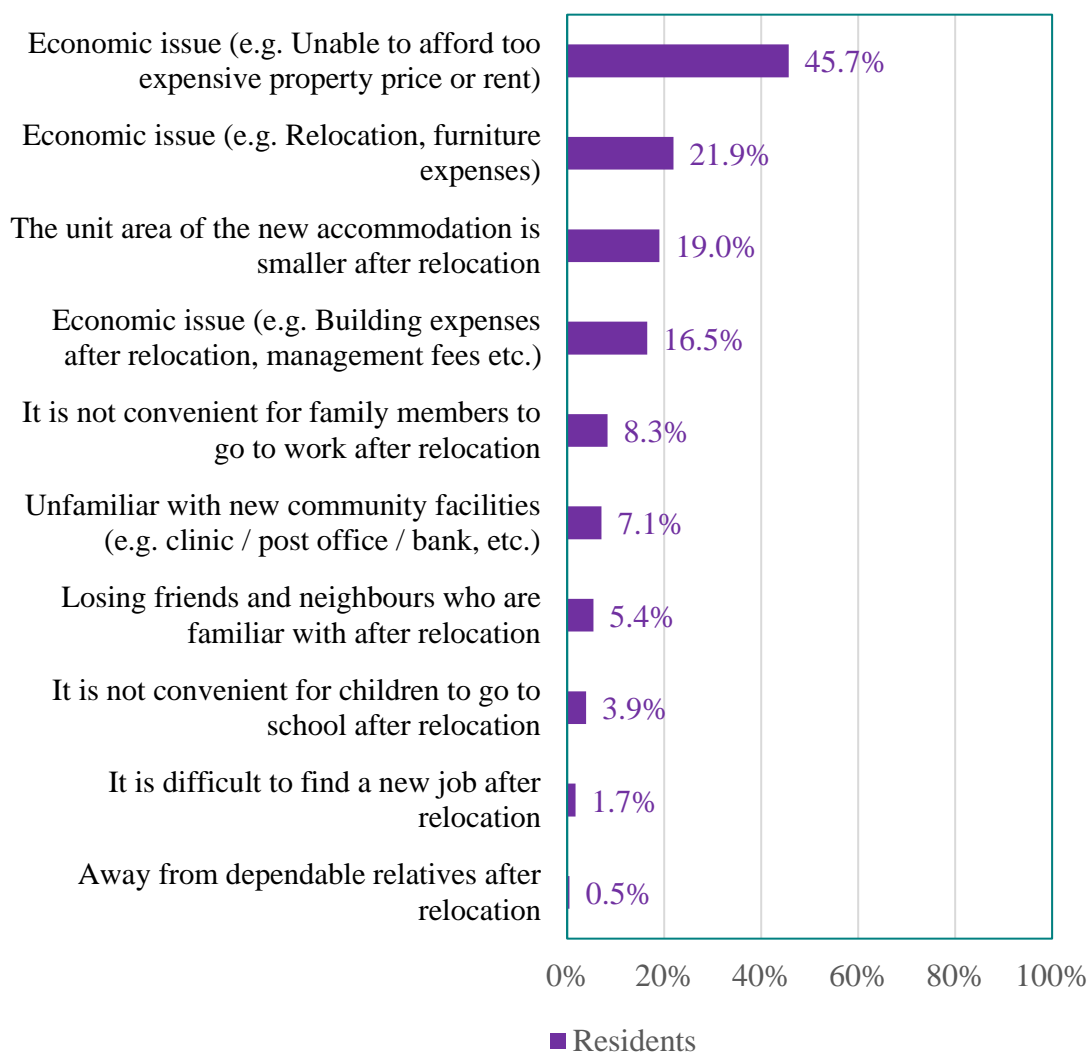
Major Worries from the Operators

11.16   Operators expressed their concerns during the redevelopment process, with the most prominent issue being the difficulty in finding a similar shop unit for relocation, as indicated by 47.5% of the operators. This suggests that operators faced challenges in finding suitable spaces that matched their current location in terms of size, layout, and amenities. Economic issues also played a significant role, with 46.6% of the operators citing the inability to afford expensive property prices or rents as a major concern. Additionally, 22.9% of the operators mentioned economic issues related to relocation and furniture expenses.

11.17   Other notable concerns included downsizing to a smaller unit (17.8%), the potential loss of familiar neighbours and customers (17.8%), inconvenience for business owners and staff in commuting to the new location (14.4%), and unfamiliarity with new community facilities (1.7%).

Chart 11.10   Operators' major worries (%)
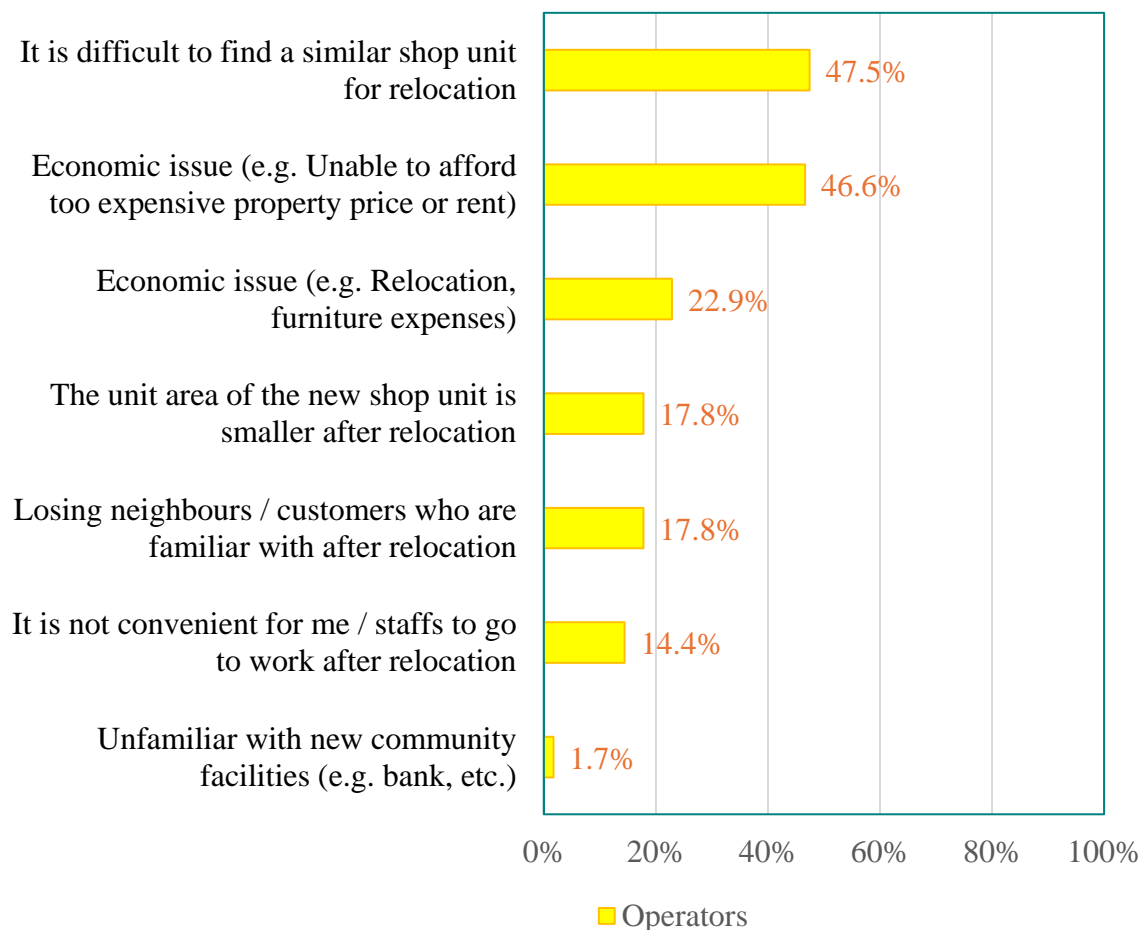
Difficulties Encountered

11.18 Residents encountered difficulties during the redevelopment progress, such as finding new accommodation (29.0%), allocation of PRH units (18.5%), and compensation or allowance (10.9%). This indicates the challenges residents faced in securing suitable housing options and navigating the allocation process during the redevelopment. Furthermore, 10.9% of residents expressed difficulties regarding compensation or allowances, highlighting the struggles they experienced in receiving fair and adequate compensation for the impact of the redevelopment.

11.19 Operators reported difficulties, including finding a new shop unit (57.6%), compensation or allowance (26.3%), and economic issues (5.9%). These challenges indicate the obstacles operators encountered during the redevelopment process. The most prevalent issue was the difficulty in finding a new shop unit, with 57.6% of operators expressing this concern. This suggests the struggles they faced in securing suitable spaces that met their business needs. Additionally, 26.3% of operators reported difficulties in receiving fair compensation for the impact of the redevelopment, while 5.9% mentioned economic issues, highlighting the financial constraints they encountered. These challenges underscore the complexities and obstacles faced by both residents and operators in the context of the redevelopment projects.

Chart 11.11   Difficulties encountered during the redevelopment process (%)
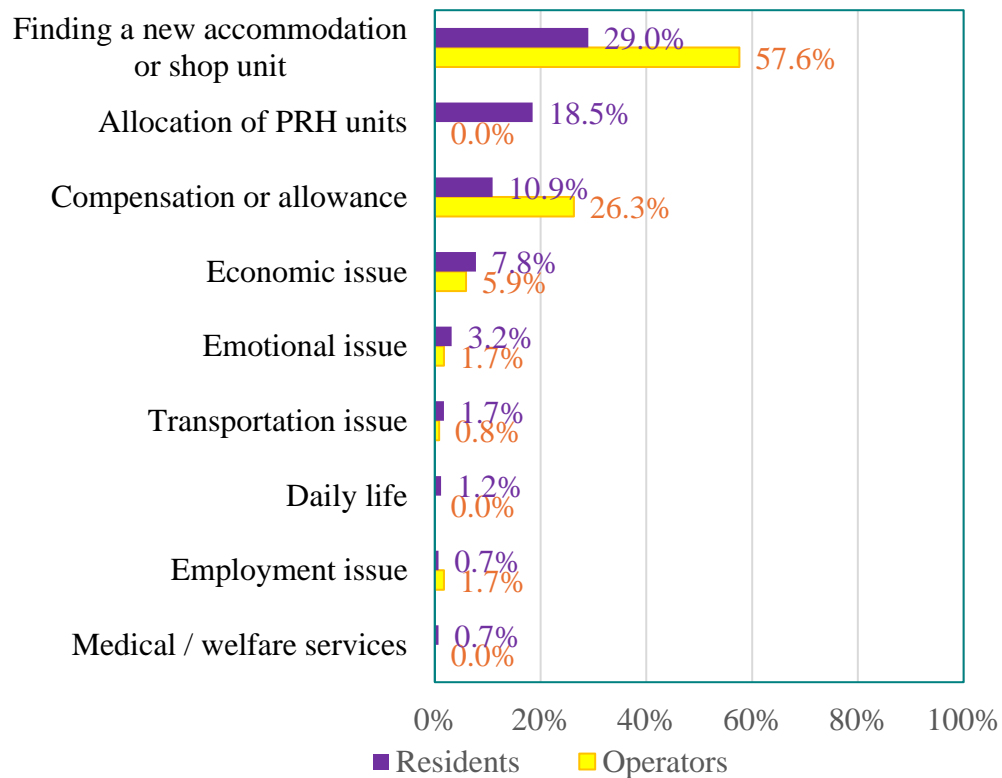
11.20 Analysed by the occupancy status of the residents, the statistics indicate that tenants faced more difficulties in finding a new accommodation (33.7%) and allocation of PRH units (30.5%) compared to owners. Economic issues were also more prevalent among tenants (9.8%) compared to owners (4.8%). On the other hand, owners expressed greater concerns regarding compensation or allowance (15.2%) compared to tenants (8.1%). These findings highlight the distinct challenges faced by tenants in securing suitable housing options and navigating PRH allocations, while owners were more focused on the financial aspects of compensation.

11.21 Furthermore, residents in the resumption stage of the redevelopment process faced more difficulties compared to residents in the planning and acquisition stages. In the resumption stage, a higher percentage of residents encountered challenges in finding a new accommodation (46.2%), allocation of PRH units (57.7%), economic issues (50%), emotional issues (34.6%), and compensation or allowance (15.4%). These findings emphasise the heightened difficulties faced by residents during the resumption stage, highlighting the need for targeted support and solutions to address their specific concerns during this crucial phase of the redevelopment process.

Table 11.12   Residents' difficulties during the redevelopment process by occupancy status and redevelopment stages (%)

	Occupancy Status		Redevelopment stages		
	Owners	Tenants	Planning	Acquisit-ion	Resumpt-ion
Residents					
Finding a new accommodation	21.8	33.7	33.0	20.0	46.2
Allocation of PRH units	0.6	30.5	8.7	26.5	57.7
Compensation or allowance	15.2	8.1	12.6	7.7	15.4
Economic issue	4.8	9.8	6.5	2.6	50.0
Emotional issue	1.2	4.5	1.7	0.0	34.6
Transportation issue	0.6	2.4	1.7	1.9	0.0
Daily life	0.0	2.0	1.3	0.0	7.7
Employment issue	0.6	0.8	1.3	0.0	0.0
Medical / welfare services	0.0	1.2	0.4	0.0	7.7
Number of respondents	**165**	**246**	**230**	**155**	**26**

11.22 When analysing the difficulties faced by operators based on their occupancy status, the statistics reveal that tenants encountered more challenges compared to owners in various aspects during the redevelopment process. A higher percentage of tenants (59.8%) reported difficulties in finding a new unit compared to owners (43.8%). Additionally, a significantly larger proportion of tenants (29.4%) expressed concerns regarding compensation or allowance, in contrast to owners (6.3%). Moreover, economic issues were more prevalent among tenants (6.9%) than owners (0.0%). These findings emphasise the unique hurdles tenants face in terms of securing suitable units, navigating compensation processes, and coping with economic constraints throughout the redevelopment process.

11.23 When comparing operators in the planning and acquisition stages of the redevelopment process, the statistics indicate that both groups faced various challenges, but there are notable differences. In terms of finding a new unit, operators in both stages encountered difficulties, with 54.7% in the planning stage and 59.6% in the acquisition stage reporting this challenge. Regarding compensation or allowance, operators in the acquisition stage faced significantly more difficulties (40.4%) compared to those in the planning stage (12.5%). Economic issues were also more prominent among operators in the acquisition stage (7.7%) compared to the planning stage (3.1%). These findings highlight the specific challenges faced by operators in different stages of the redevelopment process.

Table 11.13   Operators' difficulties during the redevelopment process by occupancy status and redevelopment stages (%)

|	Occupancy Status		Redevelopment stages		
	Owners	Tenants	Planning	Acquisit-ion	Resumpt-ion
Operators					
Finding a new unit	43.8	59.8	54.7	59.6	100.0
Compensation or allowance	6.3	29.4	12.5	40.4	100.0
Economic issue	0.0	6.9	3.1	7.7	50.0
Emotional issue	0.0	2.0	1.6	0.0	50.0
Transportation issue	6.3	0.0	1.6	0.0	0.0
Employment issue	0.0	2.0	3.1	0.0	0.0
Number of respondents	**16**	**102**	**64**	**52**	**2**

Residents' Emotions

11.24 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.

11.25 Overall, when reflecting on the future direction, residents exhibited a sense of anticipation (4.4 out of 7) and embraced positive emotions (4.4). They reported being in a good mood (4.3), feeling passionate (4.3), and possessing the courage to face the future (4.4). These scores slightly exceeded the midpoint, suggesting that residents generally held optimistic and hopeful attitudes towards the future.

11.26 The residents' positive emotional outlook regarding the future direction is an encouraging indicator. Their eagerness, positive emotions, good mood, passion, and courage demonstrate a sense of optimism and readiness to embrace the changes and challenges associated with the redevelopment process. This positive emotional state can contribute to their overall well-being and resilience as they navigate through the transition to future accommodations.

Chart 11.14   Residents' current emotions

	1	2	3	4	5	6	7	
Fear				4.4				Await
Negative emotions				4.4				Positive emotions
Bad mood				4.3				Good mood
Disheartened				4.3				Passionate
Afraid				4.4				Have courage
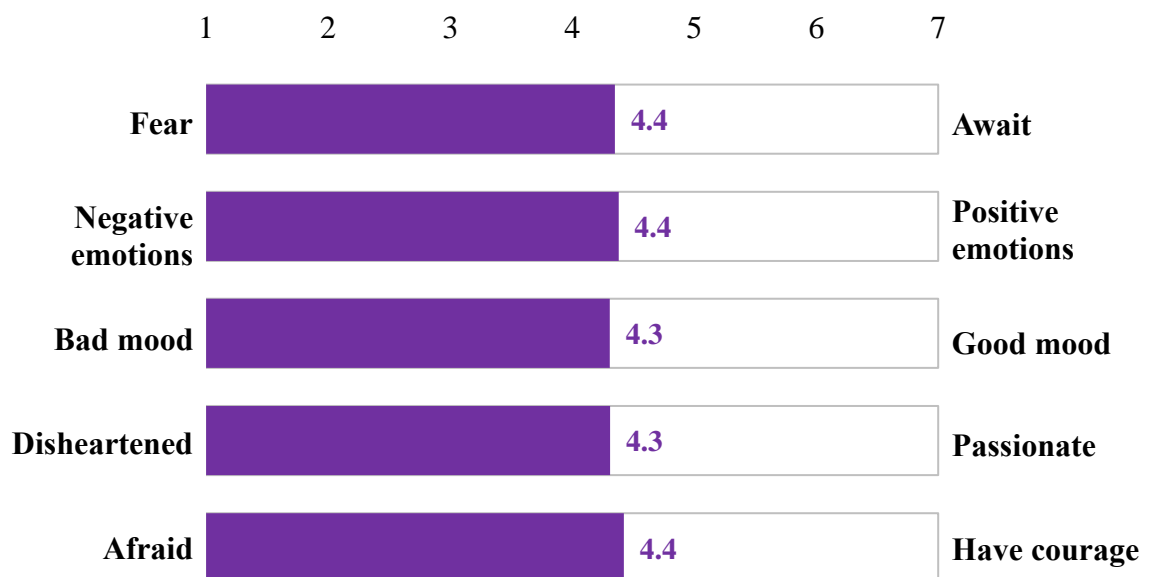
11.27   When analysed based on the occupancy status of the residents, it was observed that owners generally exhibited a slightly better positive emotional outlook regarding the future direction compared to tenants. Owners had statistically significant higher scores than tenants in the first four emotions, namely "await", "positive emotions", "good mood", and "passionate" ($ps < .05$). Owners scored between 4.5 and 4.6 in all four emotions, while tenants scored 4.2. These findings indicate that owners had a significantly more positive emotional outlook regarding the future direction compared to tenants. However, no statistical differences were found between owners and tenants in terms of having courage, as owners scored 4.5 and tenants scored 4.3. This suggests that both groups displayed a similar level of courage to face the future.

11.28   Overall, these findings highlight the distinct emotional experiences between owners and tenants, with owners demonstrating a statistically significant higher degree of positive emotions and optimism regarding the future direction. This suggests that the ownership status may play a role in shaping residents' emotional responses during the redevelopment process. The higher positive emotional outlook among owners may stem from factors such as a sense of control, familiarity, or investment in the future outcomes.

Chart 11.15   Residents' current emotions by occupancy status

		1	2	3	4	5	6	7	
Fear	Owners					4.6			**Await**
	Tenants				4.2				
Negative emotions	Owners					4.6			**Positive emotions**
	Tenants				4.2				
Bad mood	Owners				4.5				**Good mood**
	Tenants				4.2				
Disheartened	Owners				4.5				**Passionate**
	Tenants				4.2				
Afraid	Owners				4.5				**Have courage**
	Tenants				4.3				
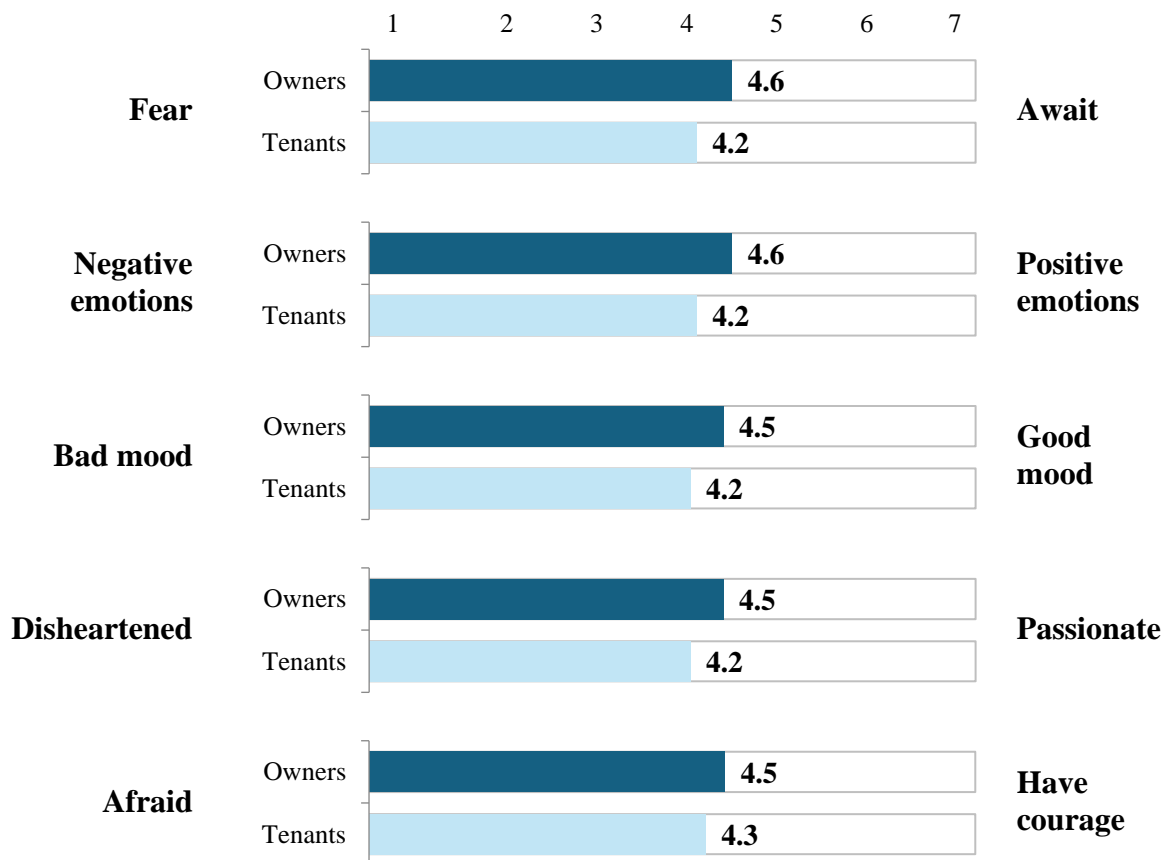
11.29   When analysed by two age groups, both age groups exhibited a slightly positive outlook regarding the future direction. For residents below the age of 60, the scores ranged from 4.3 to 4.5 across the emotions of "await", "positive emotions", "good mood", "passionate" and "have courage". Similarly, for residents aged 60 or above, the scores ranged from 4.3 to 4.4 in the same emotions. However, no statistical differences were observed between the two age groups.

11.30   These findings suggest that both age groups held a similar level of positive emotional outlook when considering the future direction during the redevelopment process.

Chart 11.16   Residents' current emotions by age groups

		1	2	3	4	5	6	7	
Fear	<60				4.3				**Await**
	60+				4.4				
Negative emotions	<60				4.4				**Positive emotions**
	60+				4.3				
Bad mood	<60				4.3				**Good mood**
	60+				4.3				
Disheartened	<60				4.3				**Passionate**
	60+				4.4				
Afraid	<60				4.5				**Have courage**
	60+				4.3				
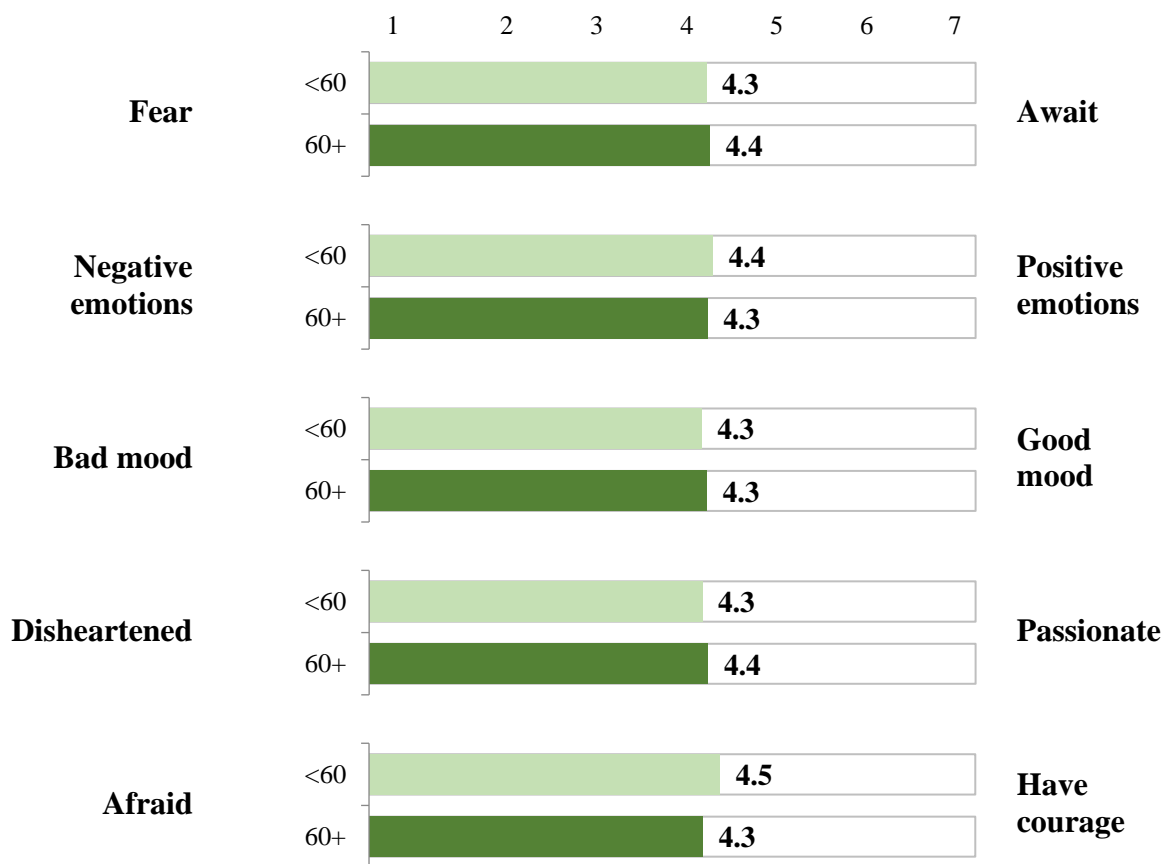
11.31   When analysed by development stages, residents exhibited consistent levels of anticipation ("await") with scores ranging from 4.3 to 4.4 across all stages. Positive emotions showed a similar pattern, ranging from 4.3 to 4.5 throughout the process. The emotion of "good mood" remained stable with scores ranging from 4.3 to 4.4. However, "passionate" scores varied from 4.2 to 4.7, while "have courage" ranged from 4.1 to 4.5. These findings indicate residents' consistent anticipation and positivity, while passionate and courageous responses varied. Despite the variation, no statistical differences were found, indicating a consistent level of courage and determination displayed by residents throughout all stages.

Chart 11.17   Residents' current emotions by development stages
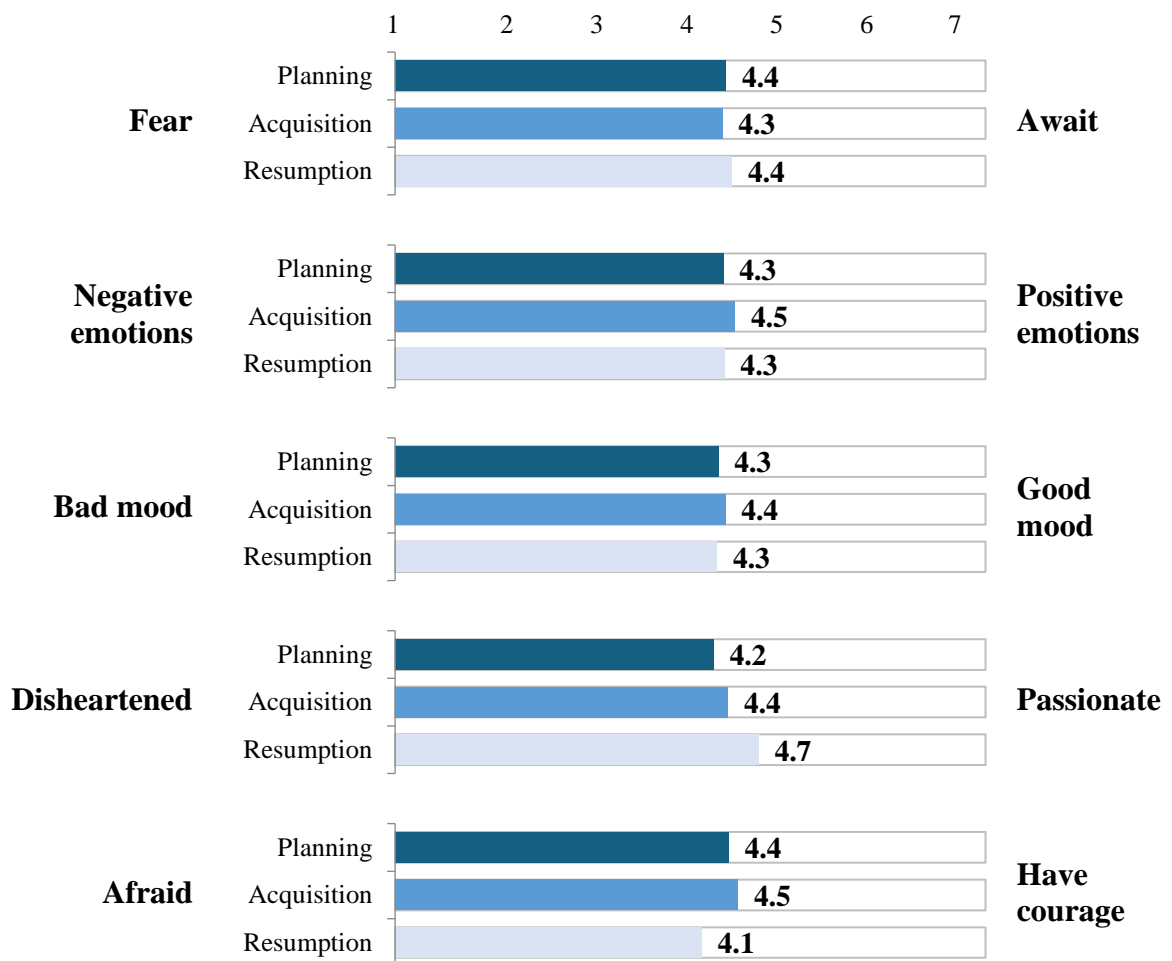
Operators' Emotions

11.32   When thinking about the future accommodation, operators' current emotions were recorded. Five pairs of words describing 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.

11.33   Operators expressed feelings of fear, accompanied by negative emotions. They reported being in a bad mood, feeling disheartened, and experiencing fear, with scores slightly lower than the mid-point, ranging from 3.7 to 3.9. These scores reflected the operators' emotional state during a time when the economy was adversely affecting their emotions. Operators' lower scores can be attributed to the challenging economic conditions they were facing. The operators likely experienced increased concerns about job security, financial stability, and uncertain prospects. These external factors contributed to their feelings of fear, negative emotions, and being in a bad mood. The prevailing economic difficulties may have instilled a sense of disheartenment and heightened their fears, as they grappled with the impact on their livelihoods.

Table 11.18   Operators' current emotions

	1	2	3	4	5	6	7	
Fear				3.7				**Await**
Negative emotions				3.8				**Positive emotions**
Bad mood				3.8				**Good mood**
Disheartened				3.9				**Passionate**
Afraid				3.9				**Have courage**
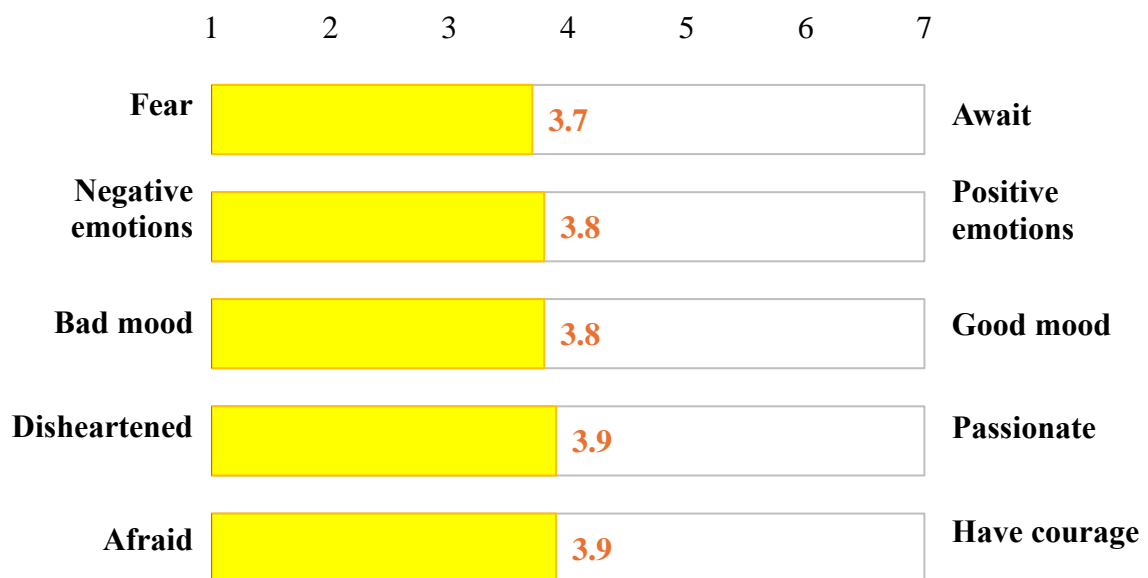
11.34   When analysed based on the occupancy status of the operators, it was observed that the average scores of 16 owners exhibited a slightly more positive emotional outlook regarding the future direction compared to the 102 tenants. Tenants, on the other hand, generally displayed a bad mood and feelings of being disheartened. These differences in emotional experiences can be attributed to several factors, including the level of control and involvement in the redevelopment process, financial concerns, and the impact of uncertainties associated with being a tenant.

Chart 11.19   Operators' current emotions by occupancy status
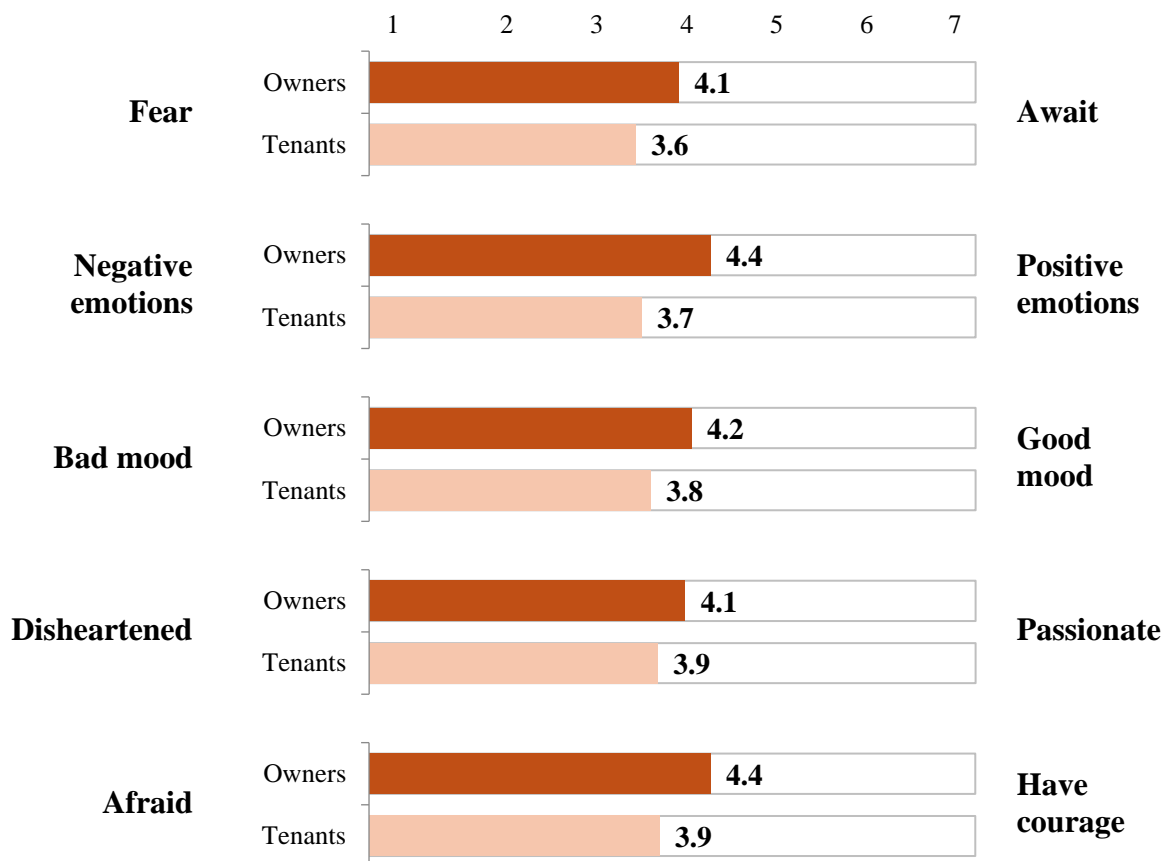
11.35   When analysed by development stages, operators, in general, exhibited a negative emotional outlook regarding the future direction, with most scores slightly below the mid-point. Notably, two operators in the resumption stage, who were tenants, displayed very low scores across negative emotions, bad mood, feeling disheartened, and being afraid. However, due to the limited sample size, these findings should be interpreted with caution.

11.36   The negative emotional outlook observed among operators in various stages of development suggests a prevailing sense of uncertainty, concern, and potentially dissatisfaction with the future direction of the redevelopment process. These emotions may stem from a range of factors, including financial anxieties, disruptions to daily routines, and uncertainties about the final outcomes.

Chart 11.20   Operators' current emotions by development stages
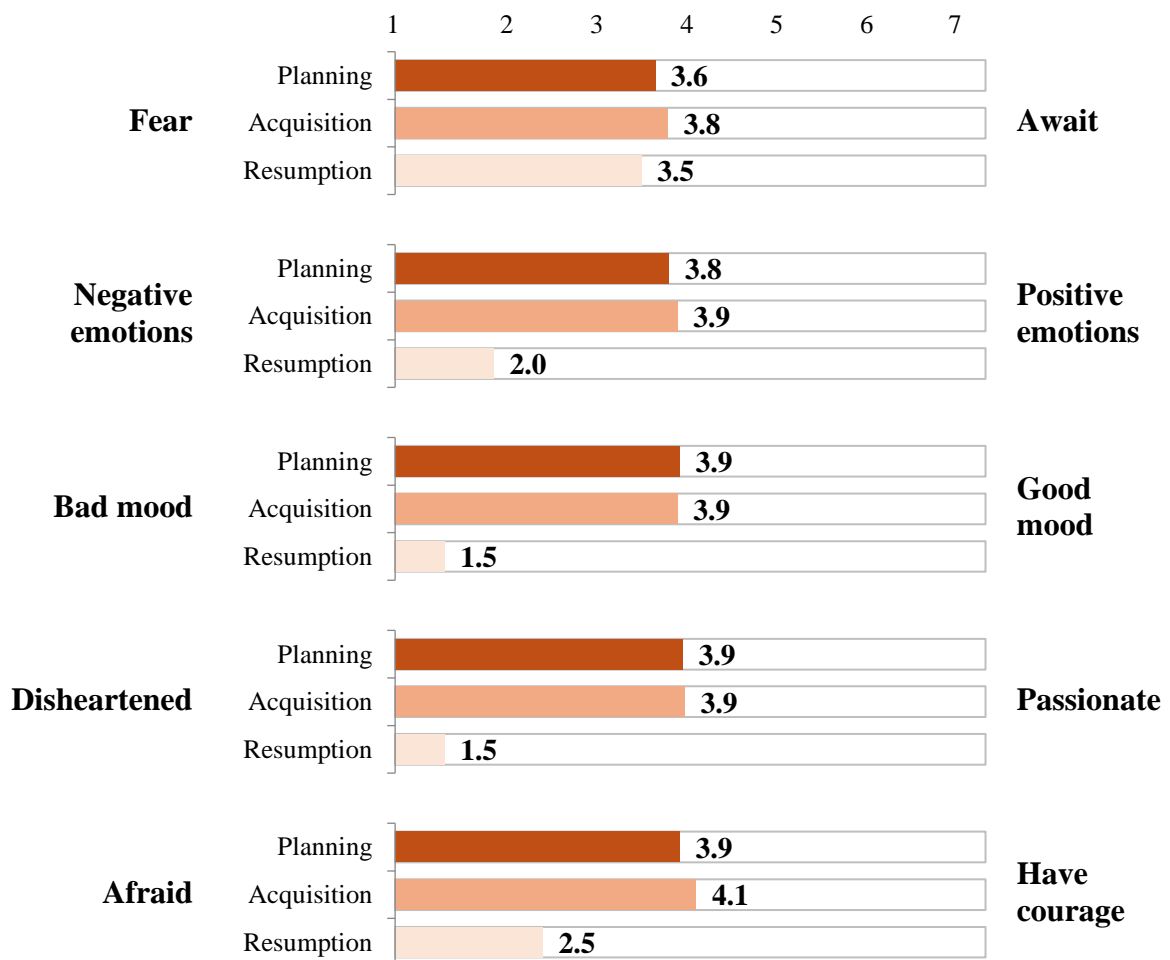
12. Services Expectations and Satisfaction

Services Expectations

12.1   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).

12.2   Residents generally agreed that services quality (7.1 out of 10) and service performance (7.0) of SSTs met with their expectations, with statistical significance. As compared to residents, operators demonstrated significantly lower levels of agreements that services quality (6.3) and service performance (6.2) of SSTs aligning with their expectations ($ps < .05$). The reasons behind this difference in perception could be attributed to various factors, including differing expectations, experiences, or specific needs and requirements that operators may have had.

12.3   Residents expressed a significantly higher rating of 7.1 for the role of SSTs as a communication bridge between the URA and the community, reflecting a strong belief in their effectiveness ($p < .05$). Conversely, operators provided a lower rating of 6.1 for the same role. This finding suggests that residents had a greater level of confidence in the ability of SSTs to facilitate communication between the URA and the community. They perceived SSTs as effective intermediaries in ensuring effective information exchange and understanding between the two parties. On the other hand, operators were less convinced about the effectiveness of SSTs in fulfilling this role.

Chart 12.1   Services expectations

Level of agreement

■ Residents   □ Operators

Services Satisfaction

12.4   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.

12.5   The distribution of the satisfaction with the services provided by SSTs is illustrated in the chart below. About 89.0% of residents and 87.4% of 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 operators.

Chart 12.2   Services satisfaction (%)

12.6   The majority of residents expressed satisfaction with the services provided by SSTs. Overall, 89.0% of residents reported being satisfied with the services, indicating a high level of approval and contentment among the resident population regarding the support and assistance they received from SSTs. Notably, residents in different categories also showed a positive sentiment towards the services. Owners had a satisfaction rate of 92.4%, indicating their high level of contentment with the services provided by SSTs. Even tenants, who often have less control over the redevelopment process, expressed a relatively high satisfaction rate of 86.6%. Residents in the planning stage and resumption stage reported high satisfaction rates of 92.4% and 92.3% respectively. In the acquisition stage, the rate was 83.5%. Overall, residents expressed positive sentiment towards the services provided by SSTs throughout the redevelopment process.

12.7   Operators also demonstrated a majority level of satisfaction with the services provided by SSTs. Overall, 87.4% of operators reported being satisfied with the services. Owners expressed a satisfaction rate of 84.6%, indicating their overall contentment with the services provided by SSTs. Tenants reported a satisfaction rate of 87.8%, demonstrating their positive sentiment towards the services they received from SSTs. Moreover, the majority of operators in different stages, such as planning (88.6%), acquisition (85.4%), and resumption (100.0%), reported being satisfied with the services provided by SSTs. These findings suggest that SSTs have been effective in addressing the needs and concerns of operators throughout the redevelopment process.

Chart 12.3   Percentage of residents and operators who were satisfied with the services provided by SSTs

Residents

Operators

89.0%

87.4%

Owners	92.4%
Tenants	86.6%
Planning	92.4%
Acquisition	83.5%
Resumption	92.3%

Owners	84.6%
Tenants	87.8%
Planning	88.6%
Acquisition	85.4%
Resumption	100.0%
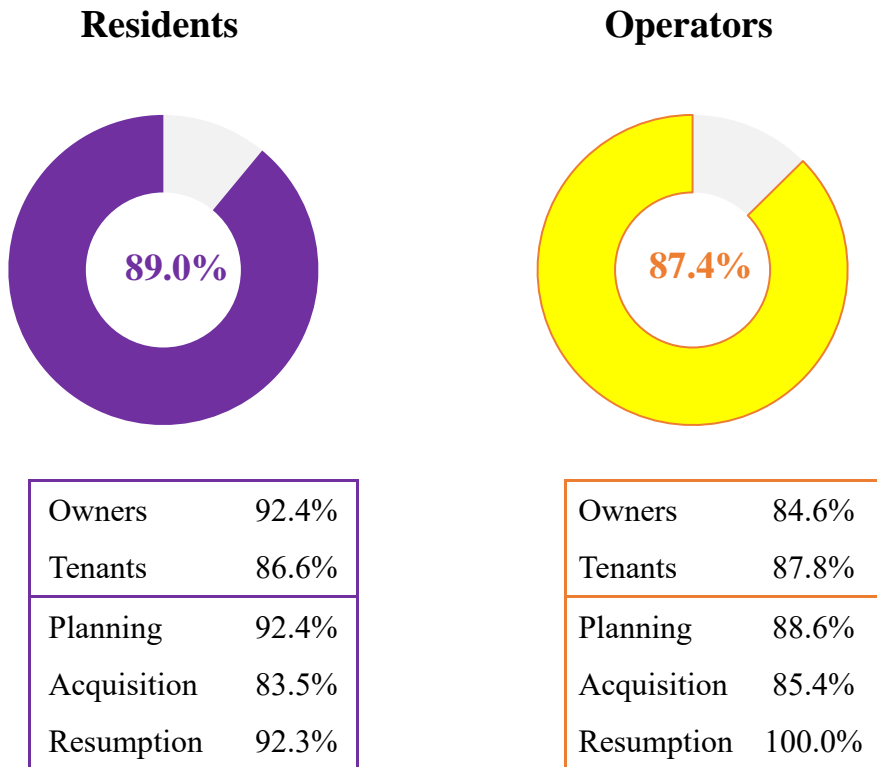
Key Performance Indicators

12.8   Overall, users were satisfied with services provided by SSTs. The average score of level of satisfaction of residents and operators were 7.3 and 7.2 respectively and there was no significant difference among residents and operators.

12.9   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).

12.10   On average, residents rated the highest score of 6.8 out of 10 on both the assurance aspect and tangibles aspect. This indicates that residents were generally satisfied with the physical facilities, equipment, and the knowledgeable and courteous nature of the SSTs, which helped to build trust and confidence. The aspect of responsiveness received an average rating of 6.7, suggesting that residents perceived the SSTs as responsive and willing to provide prompt assistance. In terms of empathy, residents gave an average rating of 6.5, implying that they felt a reasonable level of care and attention from the SSTs. The reliability aspect received an average rating of 6.4, indicating that residents had a moderate level of confidence in the SSTs' ability to consistently deliver reliable and accurate services. Overall, these ratings provide a snapshot of residents' satisfaction levels across various aspects of the SSTs' performance.

12.11   Among the aspects rated by operators, the reliability aspect received the highest average score of 7.0 out of 10, indicating that operators had a high level of confidence in their ability to consistently deliver reliable and accurate services. The assurance and empathy aspects both received an average rating of 6.3, suggesting that operators believed they possessed a moderate level of knowledge and courtesy to develop trust and confidence with service users. The tangible aspect and responsiveness aspect received average scores of 6.2 and 6.1, respectively, highlighting operators' recognition of the need for improvement in responsiveness and prompt assistance.

12.12   Overall, the ratings from both residents and operators reflect a moderately satisfied level of service provided by the SSTs. While operators expressed higher confidence in reliability, residents generally rated higher in terms of assurance, tangibles, responsiveness, and empathy. These ratings provide valuable insights into the areas of strength and areas that could benefit from further improvement in the SSTs' performance.

Chart 12.4   Key performance indicators and level of satisfaction by residents and operators
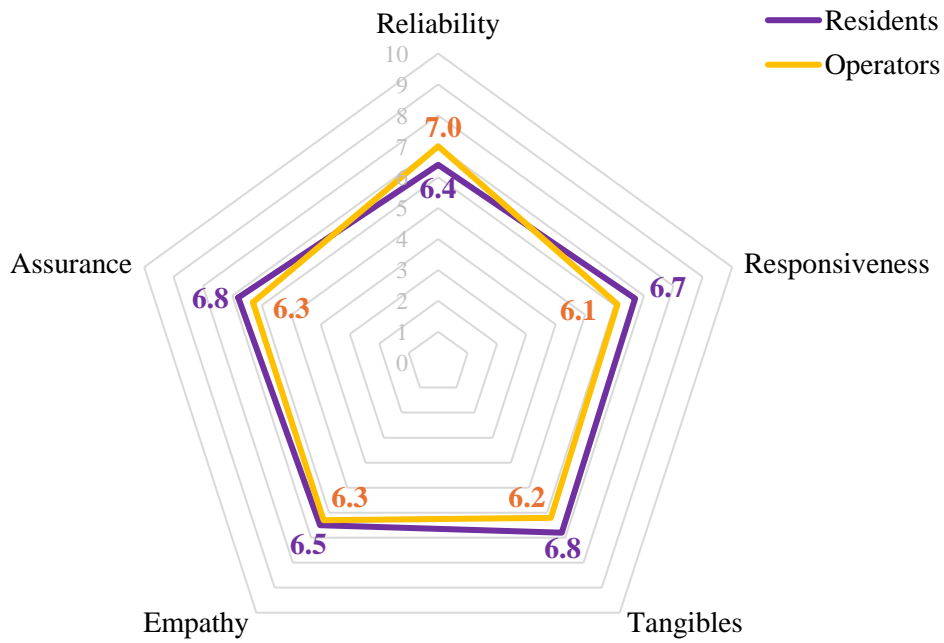
12.13 When comparing the ratings provided by owners and tenants among residents, it is observed that there are differences in their perceptions, but some aspects stand out. In terms of reliability, owners rated slightly higher with a score of 6.7 compared to tenants' rating of 6.2 ($p < .05$). This indicates that owners had a slightly higher level of confidence in the SSTs' ability to consistently deliver reliable and accurate services. Similarly, in the tangibles aspect, owners rated significantly higher with a score of 7.1 compared to tenants' rating of 6.5 ($p < .05$). This suggests that owners were more satisfied with the physical facilities and equipment provided by the SSTs. However, in the other aspects such as responsiveness, empathy, and assurance, the differences in ratings between owners and tenants were relatively smaller, with owners rating slightly higher in responsiveness, assurance, and empathy.

12.14 Among operators, owners rated significantly higher with a score of 7.4 compared to tenants' rating of 6.0 in the tangibles aspect. This indicates that owners were more satisfied with the physical facilities and equipment provided. However, in the other aspects such as reliability, responsiveness, empathy, and assurance, the differences in ratings between owners and tenants were not significant, with owners generally rating slightly higher in each aspect.

Chart 12.5   Key performance indicators and level of satisfaction by occupancy status

63
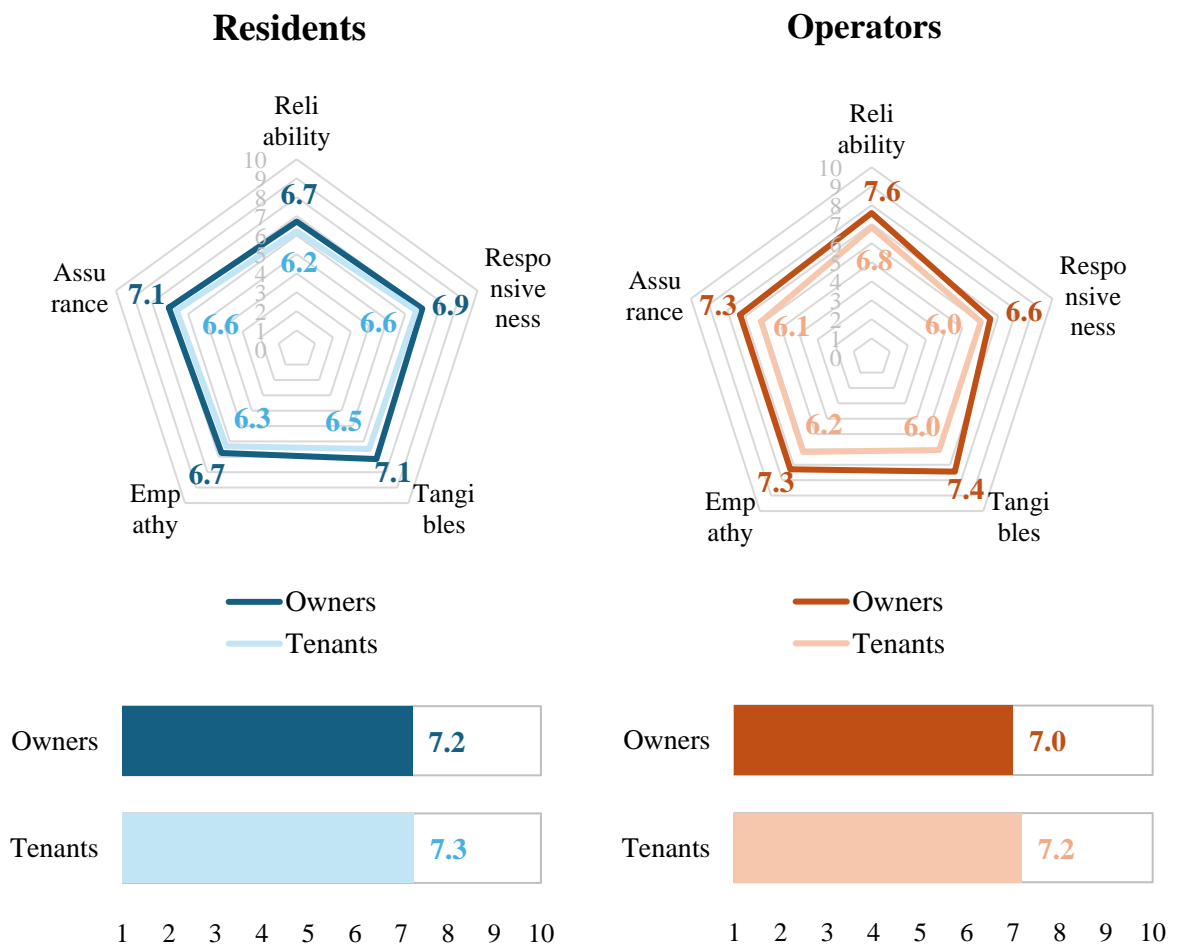
12.15   When analysing the residents' ratings based on the development stages, significant differences were observed in the empathy and reliability aspects (*ps* < .05). Residents in the planning stage had higher scores compared to those in the acquisition stage in terms of empathy and reliability. However, no significant differences were observed in the other aspects. It is important to note that the sample size for residents in the resumption stage was 26, but they demonstrated very high satisfaction across all aspects.

12.16   Operators in the planning stage received higher scores compared to those in the acquisition stage in terms of responsiveness and assurance (*ps* < .05). However, no significant differences were observed in the other aspects. It is important to note that the sample size for operators in the resumption stage was small, with only two operators, but they demonstrated very high satisfaction across all aspects. These findings suggest that operators in the planning stage may excel in responsiveness and assurance, while more data is needed to draw conclusions about the operators in the resumption stage.

Chart 12.6   Key performance indicators and level of satisfaction by development stages
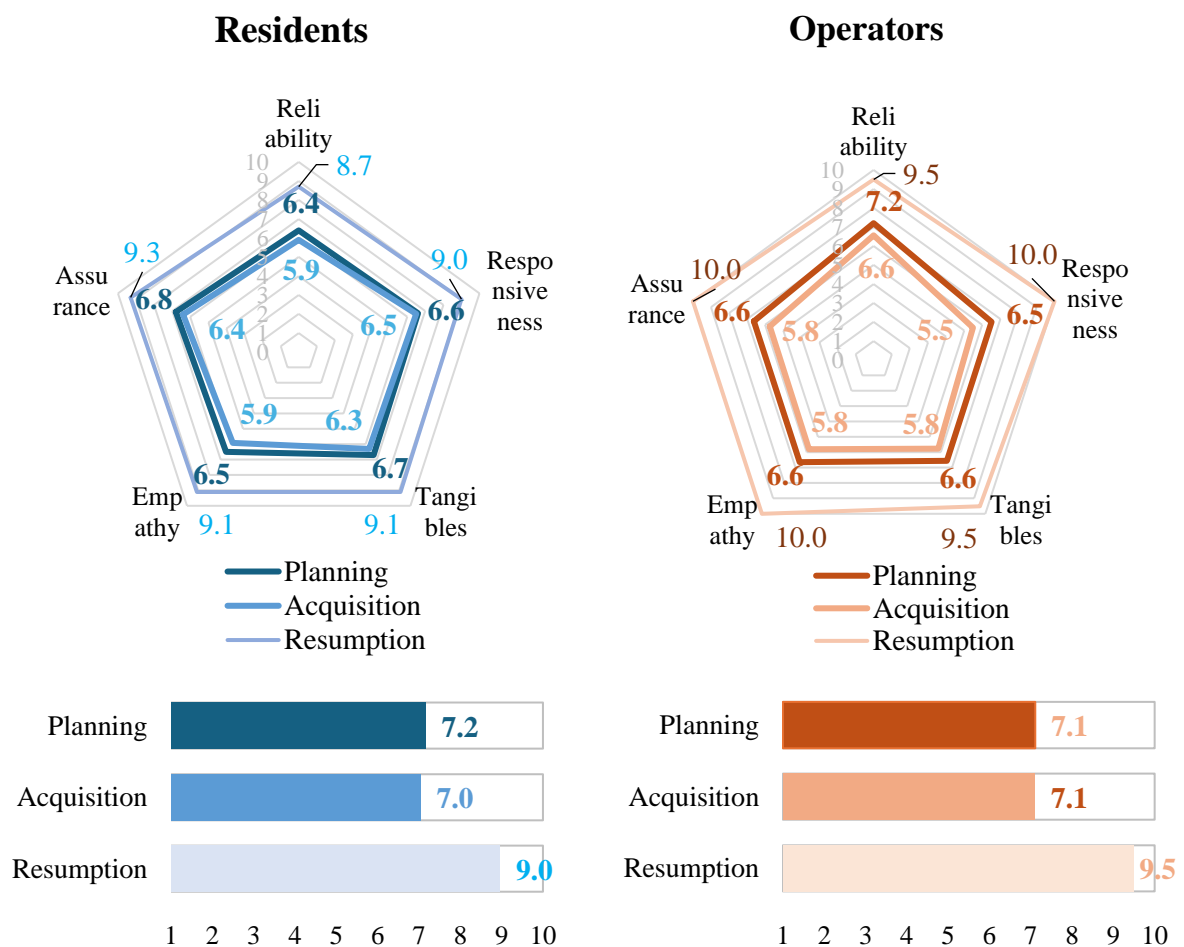
Pamphlet provided by the URA

12.17 Residents and operators were asked whether they had received a pamphlet in the form of infographics provided by the URA, and if so, they were also asked to rate the helpfulness of the information. It is important to note that the pamphlets were hand-delivered during face-to-face visits by URA staff. Therefore, the proportion of residents and operators who received the pamphlet may not be a reliable reference. When interpreting the survey results, there are potential factors that could have influenced the proportion of respondents who claimed to have received the pamphlet. Two such factors include memory loss and information overload. Memory loss can hinder residents and operators from accurately recalling whether they received the pamphlet. Furthermore, receiving a large number of documents can overwhelm individuals, making it challenging for them to comprehend the survey question related to pamphlet reception.

12.18 However, despite these potential influencing factors, it is worth highlighting the feedback on the helpfulness of the pamphlets. The survey revealed that a significant majority of residents (90.4%) and over two-thirds of operators (67.7%) perceived the pamphlets to be helpful or very helpful. This indicates that among those who could recall receiving the pamphlet, a substantial proportion found the information contained within it to be beneficial.

12.19 For future surveys, it is recommended to incorporate visual aids by displaying relevant pamphlets or documents to residents and operators. This can help jog their memory and improve their ability to recall whether they received the pamphlet. Furthermore, designing one to two questions specifically related to the pamphlets can be beneficial. These questions can assess their understanding and interpretation of the information provided in the pamphlets. By including these measures, surveys can gather more accurate and comprehensive data regarding the receipt and comprehension of informational materials.

Table 12.7   Views on a pamphlet provided by the URA

	Residents		Operators	
	Count	%	Count	%
Received a pamphlet (infographics)	167	40.6	31	26.3
Very helpful	*12*	*7.2*	*1*	*3.2*
Helpful	*139*	*83.2*	*20*	*64.5*
Not helpful	*16*	*9.6*	*10*	*32.3*
Not helpful at all	*0*	*0.0*	*0*	*0.0*
Did not receive a pamphlet (infographics)	244	59.4	87	73.7
Number of respondents	411	100.0	118	100.0

Views on the Need for Improvements

12.20   Among the residents surveyed, a total of 411 respondents provided their feedback on the need for improvements in the redevelopment process. The majority of residents, comprising 96.6% of the respondents, stated that no improvements were required. However, a small percentage of residents, accounting for 3.4% of the respondents, believed that certain areas could be enhanced. Specifically, 2.7% of the residents emphasised the importance of more proactive follow-up and communication, while 0.4% highlighted the need for additional support and information, and 0.2% mentioned that improvements were necessary to enhance clarity and explanation. These statistics reflect the overall satisfaction of the majority of residents with the redevelopment process, but a small portion expressed specific areas where they felt there could be room for improvement.

12.21   Among the operators surveyed, a total of 118 respondents provided their feedback on the need for improvements in the redevelopment process. The majority of operators, comprising 94.9% of the respondents, stated that no improvements were required. However, a small percentage of operators, accounting for 5.1% of the respondents, believed that certain areas could be enhanced. Specifically, 4.2% of the operators emphasised the importance of more proactive follow-up and communication, while 0.8% mentioned that improvements were necessary to enhance clarity and explanation. These statistics demonstrate that the majority of operators were content with the redevelopment process, with only a small number expressing specific areas for potential enhancement.

Table 12.8   Views on the need for improvements

	Residents		Operators	
	Count	%	Count	%
Needed improvements	14	3.4	6	5.1
More proactive follow-up and communication	*11*	*2.7*	*5*	*4.2*
Provide additional support and information	*2*	*0.4*	*0*	*0.0*
Required more clarity and explanation	*1*	*0.2*	*1*	*0.8*
No improvements were needed	397	96.6	112	94.9
Number of respondents	411	100.0	118	100.0

13. Views from Social Workers

Service Delivery and Modes

13.1   During the three stages of the redevelopment process, different service modes are implemented to cater to the needs of the community. Social workers from the SSTs have shared that during the planning stage, there is a greater demand for manpower to visit households and shops. This stage is crucial for engaging with the users, understanding their needs, and assessing their situations. Proactively addressing user inquiries becomes a major task for the SSTs, particularly during the planning stage. To ensure effective communication, the SSTs organise briefing sessions in various formats and sizes, providing relevant details to the users.

13.2   However, some social workers from the SSTs have highlighted the challenges they face in deploying manpower to visit all the households and shops within the limited time frame after the announcement of the redevelopment plan by the URA. In response to this issue, street stations are set up at the beginning of the process to address inquiries from affected residents and operators, providing on-site assistance and guidance. This approach enables the SSTs to engage with service users more efficiently and ensures that they receive timely support and information.

13.3   In addition to providing relevant and timely information, SSTs acknowledge the impact that redevelopment can have on users. They make efforts to accommodate their needs by offering additional services such as community activities, referral services, and emotional support services. These services aim to address the emotional and social well-being of the residents during the urban redevelopment process. The SSTs emphasise that regular group activities are highly beneficial for the residents. These activities help relieve the tension and stress experienced by residents during the redevelopment process.

13.4 Moreover, the SSTs offer referral services to connect residents with relevant resources and support systems. They assist residents in accessing services beyond their scope, such as counselling, legal aid, or financial assistance. This comprehensive approach ensures that residents have access to the necessary support networks and services, addressing their varied needs during the redevelopment process.

13.5 During the acquisition stage, SSTs have noted that after establishing good relationships with users during the planning stage, users become more proactive in raising questions and making inquiries related to the legal issues and procedures of the acquisition. As a result, consulting services, follow-up, and referral services become essential and efficient service modes to accommodate their needs. The SSTs act as a bridge of communication between the users and the URA, conveying messages to and from both parties. This ensures that users receive accurate and timely information and that their concerns are effectively addressed. The SSTs have shared that small group briefings, focusing on various themes and languages, have proved to be very useful. These briefings provide targeted information and allow users, including ethnic minorities, to participate and receive the necessary guidance and support.

13.6 During the resumption stage, the SSTs emphasise that the services provided are equally important as in earlier stages. Relocation, particularly for older individuals, is a stressful life event. The involuntary nature of the relocation can lead to physiological and psychological disturbances, making it challenging for individuals to regain attachment and emotional connection to their new residences. To address these challenges, the SSTs deliver relocation and adaptation services to support users in their transition to the new community. These services aim to help users become familiar with their new surroundings and address any difficulties or problems they may encounter. The SSTs provide guidance and assistance in navigating the new environment, accessing community resources, and establishing social connections.

13.7 The SSTs play a crucial role in the three stages of the redevelopment process. During the planning stage, they engage with users, address inquiries, and provide relevant details through briefing sessions. SSTs face challenges in manpower deployment, but street stations are set up to offer on-site assistance and ensure timely support. They also provide additional services like community activities, referral services, and emotional support to address residents' well-being. During the acquisition stage, SSTs act as a bridge of communication, offering consulting and referral services, while in the resumption stage, they focus on relocation and adaptation support to help users transition to their new community. Overall, the SSTs employ various service modes to cater to the needs of the community throughout the redevelopment process.

Difficulties Encountered and Coping Strategies

14.1   The SSTs were asked to share the challenges and difficult cases as well as their coping strategies during the services, which can be summarised as follows:

○ *Challenges in addressing family affairs in asset distribution*

One of the significant challenges encountered by the SSTs in urban redevelopment was dealing with family affairs, particularly related to asset distribution. When it came to allocating assets for a flat, the SSTs faced difficulties in providing comments or suggestions. Instead, their role was to accompany service users and encourage them to engage in discussions with their family members. This task became particularly complex and time-consuming when elderly individuals were involved, as reaching a consensus on how to distribute the property for their own residence proved challenging. Patience and persistent effort were required from the SSTs to facilitate these family.

○ *Difficulties with documentation and processing*

Difficulties with documentation and processing were also highlighted by some social workers from the SSTs. They found it challenging to assist service users in preparing the necessary documents, such as lease or ownership documents, income statements, and address proof, for various applications, including allowances and public rental housing. Social workers from the SSTs addressed that many tenants of residential units were concerned about their future accommodation or business prospects. They expressed worries about the eligibility criteria for public rental housing units and the Tenant Rehousing and Ex-gratia Allowance. Some social workers were actively involved in providing relevant information and explaining the details to the tenants. They also assisted tenants in preparing the required documents for submission and approval.

○ *Addressing relocation stress and emotional challenges during transitions*

Relocation stress encompasses physiological and psychosocial disturbances, such as loneliness, depression, anger, apprehension, and anxiety, experienced when individuals are transferred from one environment to another. Social workers from the SSTs observed that some users suffered from relocation stress and expressed uncertainties about their future. Symptoms of relocation stress or emotional changes were evident among certain residents. To assist those affected, social workers engaged in various services, including briefings, talks, and case work. They actively listened to residents' voices, seeking to understand their worries and feelings in order to address their problems and provide the necessary support. By offering a compassionate and empathetic approach, social workers aimed to alleviate the emotional challenges associated with relocation stress and promote well-being during the transition.

o *Navigating family conflicts*

Conflicts or disputes among family members emerged as a significant challenge faced by the social workers of SSTs. It was not uncommon for household members to have arguments or conflicts when it came to making decisions regarding the district or place for re-housing, whether to buy a new unit or not, and other related arrangements. These family issues often arose as a result of the redevelopment process itself, triggering disagreements and tensions within the household. Navigating family conflicts in the context of urban redevelopment presented social workers with significant challenges. They had to address emotional dynamics and differing perspectives within families, striving to create a safe environment for open communication. The lack of consensus among family members added complexity, requiring the social workers to facilitate discussions and find common ground. Despite these difficulties, the social workers remained committed to promoting understanding, facilitating constructive dialogue, and helping families reach resolutions that considered the well-being of all involved parties.

o *Navigating rent conflicts among owners and tenants*

Conflicts between owners and tenants further complicate the situation. Some owners may increase rent, causing financial strain on tenants who then face the difficult decision of whether to seek alternative housing options, negotiate for compensation, or endure the increased costs. SSTs have acknowledged their limitations in directly resolving these conflicts, as they cannot make decisions on behalf of the parties involved. However, they play a crucial role in providing information, guidance, and support to help tenants navigate their options and understand their rights.

o *Navigating language and cultural differences*

Language and communication barriers often pose challenges when working with ethnic minorities in the context of urban redevelopment. These obstacles can impede effective communication and understanding between social workers and these communities. To address these challenges, social workers must proactively bridge the language gap and ensure accurate and comprehensive information exchange while considering cultural differences and sensitivities. Collaborative approaches, such as engaging translators and utilising members of the ethnic minority community to facilitate communication, are crucial, particularly during the signing of important documents where legal English terms may be unfamiliar. By actively engaging with ethnic minorities, building trust, and maintaining open lines of communication, social workers can navigate language and cultural differences effectively, ensuring that the concerns and needs of these communities are appropriately understood and addressed.

○ *Challenges in finding new accommodation or operating unit*

Finding new accommodations or units can be a daunting task for residents and operators affected by urban redevelopment. Social workers from SSTs have acknowledged the concerns of long-term residents who worry about securing suitable housing alternatives. Similarly, operators who have established customer networks are anxious about finding new operating units and the potential impact on their businesses. Additionally, operators are currently facing economic downturns, adding to their worries about future working arrangements and avoiding significant rent increases while dealing with current losses.

In response to these challenges, some social workers have extended their assistance by helping residents and operators explore potential locations and suitable quarters. While they may not possess detailed knowledge of every sector, social workers offer guidance on how to search for shops and emphasise the importance of carefully reviewing agreements. Their support aims to provide practical assistance and empower residents and operators to make informed decisions during the transition.

○ *Enhancing understanding and clarifying complex matters among owners*

Many social workers from SSTs have previously emphasised the concerns of property owners, both residential and non-residential, regarding the adequacy of compensation or allowances to find new units or shops, especially during the planning stage of urban redevelopment. The SSTs played a crucial role in explaining the principles applied to property acquisition, assessing allowances, providing detailed information about schemes and allowances, clarifying the mechanisms for objections and appeals, and addressing questions related to surveyor's fees.

During their interactions, social workers observed that many owners, particularly those who were elderly or had a low educational background, struggled to fully grasp the concepts and details involved. Given the utilisation of different legal terms, definitions, principles, and mechanisms throughout the redevelopment process, social workers dedicated significant time to patiently explain and reiterate these matters, ensuring the owners' understanding. In situations where technical or legal issues arose, social workers sought guidance from the URA staff before delivering comprehensive responses. Fortunately, URA staff proved helpful in providing the necessary guidance and support.

○ *Handling households living in sub-divided units*

Social workers from SSTs faced challenges when handling households living in sub-divided units (SDUs). These units, created by dividing individual living quarters into smaller units for rental, were commonly found in old residential buildings. Difficulties arose as social workers struggled to locate these households due to restricted entry gates. Moreover, the households often returned home late after long working hours, making it difficult for them to participate in briefings, talks, or activities organized by social workers. During visits, social workers had to discuss matters outside the SDUs in the building's corridors or common areas. Ideally, social workers encouraged these households to visit their centres for more detailed discussions.

In certain instances, social workers noticed that ethnic minorities residing in a single SDU had different surnames, suggesting that they may or may not have shared familial relationships or belonged to the same community or large extended families. However, in such cases, it was common for only one representative from the household to sign the tenancy agreement. This situation added complexity to processes such as ex-gratia allowances or re-housing, as the involvement of multiple individuals with different surnames required careful consideration and coordination.

○ *Handling situations for residents in poor living conditions*

It was notable that the redevelopment process took time, resulting in buildings being in disrepair or unsanitary conditions. Social workers from SSTs expressed that some residents and owners lived and worked in extremely poor conditions, such as hygiene problems with cockroaches and rats, water leakage, and so on. Seeking consent from owners for necessary repairs was difficult, especially as some had already moved out and were unwilling to bear the maintenance costs. Those who continued to reside in the buildings had to endure the poor conditions until the completion of the redevelopment process.

Several social workers shared that they sometimes had to coordinate with owners to cover the maintenance costs, ensuring the quarters remained safe and resolving hazardous situations. Residents had faced distressing circumstances due to the uncertainty surrounding the duration of their living conditions. Instances such as an elderly resident's bed being swept away had emphasised the urgent need for action, prompting immediate reporting to the owner.

○ *Communication bridge with the URA*

The SSTs reported that their coordination with URA staff during the current projects was generally smooth. They highlighted that any problems or issues that arose were promptly addressed by the URA staff. The collaboration between the SSTs and URA staff proved beneficial in ensuring effective communication and problem-solving. However, the social workers also acknowledged that certain cases involving complex legal matters posed challenges in finding immediate solutions. These cases required additional time and expertise to navigate through legal intricacies and reach satisfactory resolutions. Despite these challenges, the overall coordination between the SSTs and URA staff remained positive and productive.

Efforts were made by the URA to assist residents and operators in preparing for the redevelopment projects by implementing measures to provide a timeline for the process. This timeline aimed to offer residents and operators a clear understanding of the project's progress, allowing them to plan and prepare accordingly. However, despite these proactive measures, there were instances where delays occurred in the projects. These delays could be attributed to various factors, including unforeseen circumstances, logistical challenges, or complexities within the redevelopment process. While some delays may have been unavoidable, the SSTs advised that the URA should make additional efforts to minimise these delays. They emphasized that minimising delays was crucial as it significantly impacted the planning and preparations of both the residents and operators involved.

13.9 The SSTs faced various challenges in their social service work related to urban redevelopment. One significant challenge was addressing family affairs, particularly asset distribution, where the SSTs had to navigate complex discussions and facilitate consensus among family members. Difficulties with documentation and processing also arose, as social workers assisted service users in preparing necessary documents for applications. Relocation stress and emotional challenges during transitions were observed, requiring social workers to provide support and alleviate emotional distress. Navigating family conflicts and rent conflicts between owners and tenants were additional challenges that required facilitation and guidance from the SSTs. Language and cultural differences posed communication barriers, and social workers had to employ collaborative approaches to overcome them. Finding new accommodations or operating units, enhancing understanding among owners, handling households living in sub-divided units, and addressing poor living conditions were other difficulties encountered. Despite these challenges, the coordination between the SSTs and URA staff was generally smooth, although complex legal matters sometimes required additional time and expertise to resolve. The SSTs emphasised the importance of minimizing project delays and suggested proactive measures to assist residents and operators in planning and preparation.

14. Views from Service Users

Services Awareness and Utilisation

14.2   The interviewed residents and operators were asked to elaborate on the services they received across three stages of redevelopment. During the planning phase, the residents had expressed an eagerness to understand the details of the plan and showed a keen interest in attending talks and meetings to acquire reliable information and professional advice about the acquisition. Throughout the acquisition process, they were provided with services such as inquiries, meetings, talks, activities, case work, group work, and emotional support. These services ensured that residents were well-informed about the latest updates, including compensation details and relocation timelines. The importance of continuous follow-up on the acquisition's progress was underscored, with a clear demand for transparent communication regarding compensation plans and professional assistance during the transition. No specific views were collected during the resumption stage, as most of the interviewed residents were still in the initial two stages.

14.3   The operators shared that their understanding and coping with the situation involved inquiries and participation in activities. These services offered them a platform to pose questions and gather the information necessary to make well-informed decisions about the future of their businesses.

Services Expectation

14.4   Service users' expectations were gauged based on the services they had received. The residents expressed a range of concerns and hopes regarding the acquisition and redevelopment process. They had expectations that SSTs would assist them in securing public housing and ensuring a seamless transition. Their primary desire was for a swift acquisition to expedite the receipt of compensation and enable them to purchase new homes promptly. They would like to receive clear and transparent information regarding the fairness of the compensation amounts. Additionally, they needed guidance and support in navigating the logistics of moving, including searching for, purchasing, and renovating new properties.

14.5   To address their inquiries, most of the residents anticipated seeking information through street stations and phone inquiries. They also welcomed the regular distribution of leaflets that provided updates on the acquisition process, as it kept them well-informed and engaged. Furthermore, a considerable number of residents expressed a keen interest in attending seminars to enhance their understanding of the acquisition process.

14.6   The operators held varying expectations concerning the services provided by SSTs. Some operators had specific expectations, including a desire for a

clearer understanding of the calculation formula for compensation, legal advice, information about the acquisition process, and assistance in navigating the compensation procedures. They would also expect more clarity on the timeline and procedures, particularly during the acquisition process. In contrast, some operators who approached SSTs with an open mind and without specific expectations. They were receptive to receiving guidance and support from SSTs, trusting in their expertise and assistance throughout the process.

Understanding of Urban Renewal Process

14.7   Service users were asked for their understanding of the urban renewal process, revealing that residents had different levels of comprehension. While some residents admitted to having limited knowledge as tenants, they were able to gather more information through the SSTs. The residents mentioned that the SST street stations, leaflets, and centre visits provided them with valuable insights into the acquisition process. Attending seminars further deepened their understanding. Although a few residents felt that understanding the process did not significantly benefit them as tenants, others had a general understanding of the acquisition process and were aware of the scheduled demolition timeline.

14.8   The operators exhibited varying levels of understanding when it came to the urban renewal process. Following their interactions with the SSTs and direct contact with property owners during the acquisition process, some operators reported an increase in their understanding. However, two operators recognised that their knowledge was limited, and they were only familiar with the concept of urban renewal without delving into the specifics.

Knowledge and Skills Required for Urban Renewal Process

14.9   When asked about the knowledge and skills they felt were necessary for the urban renewal process, service users expressed their desired areas of understanding. The residents mentioned several specific areas where they felt they needed more information. Some residents expressed a need to comprehend the procedures for finding alternative housing, the process of purchasing a new property, and the intricacies of compensation. They also expressed a desire to gain knowledge about the legal aspects involved, including subsidy information and the specific steps that form part of the acquisition process. Additionally, residents were interested in understanding details about property valuation, appraisal methods, and the prevailing prices of properties in the area.

14.10   Some operators recognised that the SSTs had played a crucial role in providing them with a sufficient understanding of the urban renewal process. They appreciated the efforts made by the SSTs in demonstrating care and support for the affected community. Additionally, an operator expressed a specific interest in acquiring a deeper understanding of the details and intricacies

related to compensation. This operator desired to have more comprehensive knowledge and skills in order to navigate the compensation process effectively.

Needs and Concerns

14.11 The needs and concerns were sought from the service users. Residents expressed several needs related to the urban renewal process. They emphasised the importance of receiving sufficient compensation to afford new housing. Some residents were interested in understanding the eligibility criteria and timing for public housing allocation. They desired a prompt and transparent compensation process, prioritisation for public housing arrangements, and regular updates on the progress of acquisition and relocation. Education-related concerns, such as finding suitable schools for children at secondary levels, were also raised by resident parents. Additionally, some residents sought guidance on purchasing and renting properties, adapting to new neighbourhoods, and addressing community issues.

14.12 During the urban renewal process, residents had several concerns. They questioned whether the compensation amount would be sufficient to afford new housing and expressed uncertainty about the eligibility criteria and timing for public housing allocation. Asset issues, finding legal assistance, and adapting to new housing were also concerns. Residents were worried about the length of the relocation period and the availability of assistance during the moving process.

14.13 The operators were deeply worried about the level of compensation they would receive during the urban renewal process. Their primary concern was whether the compensation would be sufficient to afford new locations for their businesses. They emphasised the importance of keeping rental costs at a manageable level, hoping that the increase would not be significantly higher than what they were paying for their original premises. This was crucial for their financial stability and the continuity of their businesses. Furthermore, the operators were already facing economic difficulties even before the acquisition process began. These challenges made them more apprehensive about the financial implications of the urban renewal project. They were concerned about how the acquisition would impact their businesses' overall financial times and whether they would be able to sustain their operations in the face of rising costs. In summary, they hoped for clarity and support in navigating these concerns and ensuring a smooth transition to new locations with manageable rental costs.

Behaviour and Emotional Changes during the Urban Renewal Process

14.14   Behaviour and emotional changes during the urban renewal process were asked among the service users who received services from the SSTs. About half of the residents reported no significant behaviour and emotional changes. However, the other half displayed noticeable shifts in their attitudes and actions, which can be summarised as follows:

○   *Increased understanding*

The residents expressed gratitude for the SST services, which provided them with a clearer understanding of the complex urban renewal process. Through the assistance of the SSTs, they gained knowledge about the various stages, requirements, and implications of the acquisition and relocation procedures.

○   *Transition from worry to reassurance*

Initially, some residents experienced worries, anxieties, and difficulties sleeping due to their lack of understanding or uncertainty about the relocation process. However, the SSTs played a vital role in addressing their concerns. By patiently explaining the relocation procedures, addressing their queries, and providing regular updates, the SSTs helped alleviate their worries and instilled a sense of reassurance.

○   *Empowerment and relief*

As the residents continued to receive support and guidance from the SSTs, they felt empowered and relieved. They no longer felt the need to actively search for external information or rely on unreliable sources. Instead, they placed their trust in the expertise and knowledge of the SSTs, which gave them a sense of stability and acceptance during the urban renewal process.

○   *Improved decision-making*

With a better understanding of the acquisition and relocation procedures, residents felt more confident in making informed decisions about their future. They were able to assess their options, evaluate the compensation offers, and choose the most suitable course of action for themselves and their families.

○   *Heightened patience and adaptability*

Through the support of the SSTs, the residents developed a greater sense of patience and adaptability. They recognised that the urban renewal process takes time and involves various stakeholders. Instead of feeling frustrated or agitated, they embraced a more patient mindset and adapted to the timeline and procedures set forth by the URA.

14.15   All the interviewed operators who received services from the SSTs shared their views on behaviour and emotional changes during the urban renewal process. The summarised views are as follows:

○ *Increased understanding*

The operators acknowledged that the SSTs played a crucial role in enhancing their understanding of the urban renewal process. Through the assistance and guidance provided, they gained valuable knowledge, enabling them to navigate the complexities of the process more effectively.

○ *Empowerment and relief*

The operators expressed concerns about their future employment prospects following the acquisition. They were uncertain about the available opportunities and sought guidance and support from the SSTs to explore potential job options. The SSTs made multiple visits to offer emotional support, providing comfort and reassurance. As a result, the operators felt empowered and relieved, knowing that they had someone to turn to during this uncertain period.

Difficulties Encountered and Future Planning

14.16   Service users shared their views on the difficulties they encountered, coping strategies, future planning, and changes during the urban renewal process. The views of the residents are summarised as follows:

○ *Uncertainty and lack of information*

Many residents struggled to understand the acquisition process and lacked information regarding compensation and public housing allocation. They relied on the URA and SSTs for guidance and updates.

○ *Adapting to new environments*

The residents faced challenges in adapting to their new neighbourhoods and adjusting to new management fees. Finding suitable lawyers for property transactions was also a concern, but the SSTs provided assistance in connecting them with reliable legal professionals.

○ *Timelines and logistical challenges*

The residents highlighted the short timeframes for relocation and the time-consuming process of handing over their properties. They faced difficulties in managing renovations, coordinating moving logistics, and disposing of waste. Support from family and friends was sought to address these challenges.

- *Financial concerns*

  Some residents expressed significant financial burdens during the urban renewal process, primarily due to expenses such as renovation costs and relocation fees. They had to bear the costs of renovating their new homes, including hiring contractors and purchasing materials. Relocation fees, such as hiring movers and arranging temporary accommodation, added to their financial strain.

- *Future planning and hope*

  Despite uncertainties, some residents expressed a desire to move into public housing as soon as possible. They hoped for fair compensation and requested regular updates on the progress of the urban renewal project.

14.17 Service users shared their views on the difficulties they encountered, coping strategies, future planning, and changes during the urban renewal process. The views of the residents are summarised as follows:

- *Uncertainty and lack of information*

  Many residents struggled to understand the acquisition process and lacked information regarding compensation and public housing allocation. They relied on the URA and SSTs for guidance and updates.

14.18 Operators shared their views on the difficulties they encountered, coping strategies, future planning, and changes during the urban renewal process. The summarized views are as follows:

- *Difficulty in finding information*

  The operators mentioned challenges in finding relevant information about the acquisition process and initially relied on online research. However, they eventually sought assistance from the SSTs for mediation and guidance.

- *Challenges in business operations*

  The operators encountered significant rent increases, with some facing up to a 50% rise in rent over a two-year period. These increases added a substantial financial burden, making it harder to sustain profitability. Coupled with the challenging economic climate, these rent hikes had a drastic impact on their bottom line and could potentially lead to financial strain, cash flow difficulties, and even the need to downsize or close their businesses.

  The combination of a challenging economic climate and steep rent increases creates a difficult environment for operators to navigate. They may need to explore alternative strategies, such as renegotiating leases, seeking financial assistance, or diversifying their revenue streams to mitigate the impact of these challenges.

Perceived Effectiveness and Impacts of the Services

14.19   Service users' feedback was collected to assess the reliability, responsiveness, assurance, empathy, and tangibility of the services provided. They were asked to evaluate the effectiveness of the services in terms of meeting their needs and achieving desired outcomes. Additionally, the impacts of the services on their well-being and overall satisfaction were assessed. The views of the residents and operators are summarised as follows:

- *Increased knowledge and understanding*

  The service users appreciated the efforts made by the SSTs to expand their knowledge and foster a deeper understanding of the redevelopment process. Through informative briefings, they were able to familiarise themselves with the intricacies of the acquisition process, enabling them to make informed decisions. The SSTs also organised various activities, such as guided tours and community events, which brought residents together and enhanced their awareness of the area's rich historical background. Additionally, the SSTs' assistance to the elderly population created a sense of care and love within the community, further strengthening the bonds among residents.

- *Clear process and direction*

  The service users greatly benefited from the services provided by the SSTs, as they were able to gain a clear understanding of the next steps and processes involved in the redevelopment project. The SSTs offered valuable guidance, ensuring that service users knew what to expect and how to navigate through the acquisition process. This knowledge empowered them to make informed decisions and actively participate in the proceedings. Additionally, the platform provided by the SSTs allowed residents to inquire about any uncertainties they had, enabling them to stay well-informed throughout the entire process.

- *Emotional support and sense of security*

  The SSTs played a crucial role in addressing the emotional well-being of the service users affected by the redevelopment project. They provided much-needed support and understanding, acknowledging the feelings of helplessness and worry that residents experienced. By offering psychological assistance and creating a sense of security, such as regular security patrols and well-lit staircases, the SSTs alleviated service users' fears and allowed them to feel more at ease within their community. Moreover, the provision of spiritual support ensured that the service users did not feel lost or alone, as they had a source of guidance during challenging times.

○ *Efficient and comprehensive assistance*

The services provided by the SSTs proved to be highly efficient and comprehensive in meeting service users' needs. By offering a centralised service, the service users were able to save time and effort in searching for assistance. The SSTs addressed service users' concerns related to rent and housing, ensuring a smooth transition and minimising disruptions during the redevelopment process. Furthermore, their support in public housing applications provided guidance and clarity, empowering residents to navigate the application process with confidence.

○ *Reliable and trustworthy service*

The service users expressed their satisfaction with the reliable and trustworthy nature of the services provided by the SSTs. The SSTs offered professional advice and support, ensuring service users received accurate information and minimising misunderstandings or conflicts. They displayed patience and attentiveness in addressing service users' queries, instilling a sense of trust and confidence among the community. The SSTs' commitment to providing reliable and dependable services created a positive and supportive environment throughout the redevelopment process.

14.20 Overall, the services provided by the SSTs were perceived as effective, with positive impacts on the service users. The efforts to increase knowledge and understanding, provide clear guidance, offer emotional support and sense of security, deliver efficient and comprehensive assistance, and maintain reliability and trustworthiness were highly valued by the service users. The SSTs played a vital role in facilitating the redevelopment process and fostering a positive community experience during this transformative period.

Conclusion and Recommendations

15.　Conclusion

15.1　The Survey utilised a Questionnaire Survey and Qualitative Study, which incorporated focus group discussions and in-depth interviews. The Questionnaire Survey involved a total of 411 residents and 118 operators, with a very satisfactory response rate of 77.7% and 76.1% respectively. The Qualitative Study discussions involved 14 social workers in four focus group discussions, as well as 55 residents and 5 operators, providing valuable and in-depth views on the services of SSTs.

Services Awareness and Utilisation

15.2　Both residents and operators demonstrated a fair to good level of awareness regarding the services provided by SSTs, with scores of 6.3 for both groups. However, residents exhibited a higher level of awareness (6.1 for service target and 6.3 for service area), while operators rated their awareness lower (5.6 for both aspects), highlighting the need for targeted efforts to enhance operator awareness in those areas. The majority of residents (80.3%) and operators (80.5%) learned about SSTs through printed materials such as posters, flyers, and brochures.

15.3　During the redevelopment process, about three quarters of the respondents received services provided by SSTs (77.6% of residents and 73.7% of operators). The key rationales were obtaining information related to redevelopment (90.3% of residents and 94.3% of operators), seeking assistance (81.5% of residents and 51.7% of operators), and finding the service offered helpful (77.1% of residents and 75.9% of operators).

15.4　Among the users who received services provided by SSTs, more than half received inquiry or consulting services (77.6% of residents and 84.7% of operators) and attended briefings or lectures (60.8% of residents and 61.9% of operators). Slightly less than half attended community activities (44.3% of residents and 46.6% of operators).

Understanding, Needs and Concerns

15.5　Residents had a moderate level of understanding of the redevelopment process, with higher understanding in areas such as allowance assessment, Tenant Rehousing and Ex-gratia Allowance, and property acquisition. Operators had a moderate to low level of understanding, with better comprehension in property acquisition for non-domestic properties, Ex-gratia Business Allowance, and the assessment of business loss. Understanding was lower for allowance for surveyor's fees and objections and appeals.

15.6　Residents stated that the key areas of concern during the redevelopment process were the sufficiency of their compensation or allowance, finding a new accommodation, the timeline of redevelopment, information related to the redevelopment, and the allocation of public rental housing units. Operators, on the other hand, indicated that the key areas of concern during the redevelopment process were the sufficiency of their compensation or allowance, the timeline of redevelopment, finding a new shop unit, and information related to the development.

15.7　Residents expressed worries related to economic issues, such as the inability to afford high property prices or rent. They also faced challenges regarding relocation expenses and the potential decrease in the size of their new accommodations. Operators, on the other hand, were primarily concerned about finding suitable shop units for relocation, particularly ones that matched their current location in terms of size, layout, and amenities. Economic challenges, including the affordability of property prices and rents, as well as relocation and furniture expenses, were also major concerns for operators.

15.8　With regard to the difficulties encountered during the redevelopment, residents faced challenges in finding new accommodation, dealing with the allocation of public rental housing units, and obtaining compensation or allowances. Operators, on the other hand, encountered difficulties in finding a new shop unit, dealing with compensation or allowances, and facing economic issues. These challenges highlight the complexities and obstacles experienced by both residents and operators throughout the redevelopment projects.

15.9　Residents exhibited a sense of anticipation, positive emotions, and optimism towards the future, scoring slightly above the midpoint. They reported being in a good mood, feeling passionate, and having the courage to face the future. On the other hand, operators expressed fear, negative emotions, and disheartenment, with scores slightly lower than the midpoint. The challenging economic conditions likely contributed to their concerns about job security and financial stability, heightening their fears and impacting their emotional well-being.

15.10   Residents generally agreed that services quality (7.1 out of 10) and service performance (7.0) of SSTs met with their expectations, with statistical significance. As compared to residents, operators demonstrated significantly lower levels of agreements that services quality (6.3) and service performance (6.2) of SSTs aligning with their expectations. Residents expressed a significantly higher rating of 7.1 for the role of SSTs as a communication bridge between the URA and the community, reflecting a strong belief in their effectiveness. Conversely, operators provided a lower rating of 6.1 for the same role. This finding suggests that residents had a greater level of confidence in the ability of SSTs to facilitate communication between the URA and the community.

15.11   The majority of residents and operators expressed high levels of satisfaction with the services provided by SSTs during the redevelopment process. Residents, including owners and tenants, showed high satisfaction rates ranging from 86.6% to 92.4%. Similarly, operators, including those in different stages, reported satisfaction rates ranging from 84.6% to 100.0%. These findings indicate that SSTs effectively addressed the needs and concerns of both residents and operators, fostering positive sentiment throughout the redevelopment process.

15.12   Users, including residents and operators, expressed satisfaction with the services provided by SSTs, with average scores of 7.3 and 7.2 respectively. There were no significant differences between the satisfaction levels of residents and operators. However, residents rated higher in terms of assurance, tangibles, responsiveness, and empathy, while operators expressed higher confidence in reliability. These findings highlight both the strengths and areas for improvement in the performance of the SSTs.

Qualitative Discussions

15.13   The SSTs faced various challenges in their social service work related to urban redevelopment and adopted various coping strategies. The views are summarised as follows:

- ○ *Challenges in addressing family affairs in asset distribution*
- ○ *Difficulties with documentation and processing*
- ○ *Addressing relocation stress and emotional challenges during transitions*
- ○ *Navigating family conflicts*
- ○ *Navigating rent conflicts among owners and tenants*
- ○ *Navigating language and cultural differences*
- ○ *Challenges in finding new accommodation or operating unit*
- ○ *Enhancing understanding and clarifying complex matters among owners*
- ○ *Handling households living in sub-divided units*
- ○ *Handling situations for residents in poor living conditions*
- ○ *Communication bridge with the URA*

15.14   Service users provided positive feedback regarding the services provided by the SSTs. The services were perceived as effective and had positive impacts on the well-being and satisfaction of service users. Specifically, the following aspects were highlighted:

- *Increased knowledge and understanding*
- *Clear process and direction*
- *Emotional support and sense of security*
- *Efficient and comprehensive assistance*
- *Reliable and trustworthy service*

16. Recommendations

16.1 Based on the findings from the Questionnaire Survey and Qualitative Study, the following recommendations are proposed for each aspect:

○ *Enhance service awareness and utilisation*

(a) Increase operator awareness

Since operators demonstrated a relatively lower level of awareness compared to residents, targeted efforts should be made to improve operator awareness of the services provided by SSTs. This could include more direct communication channels such as personalised outreach, workshops, or meetings specifically tailored to address the needs and concerns of operators.

(b) Expand and diversify communication channels

While printed materials like posters, flyers, and brochures have proven effective in reaching the majority of residents and operators, there is room for improvement to maximise their benefits. To achieve this, it is essential to enhance the design, clarity, and visibility of these materials, ensuring they effectively convey the necessary information.

Moreover, exploring additional communication channels such as digital platforms, social media, and online resources can expand the reach and enhance awareness among both residents and operators. By utilising these channels, SSTs can provide real-time updates, interactive content, and opportunities for direct engagement, creating a comprehensive and effective communication strategy that caters to the diverse preferences and needs of residents and operators.

(c) Promote active participation and engagement in community activities

Since slightly less than half of the users attended community activities, there is an opportunity to increase participation and engagement in such events. To achieve this, it is recommended to organise a wider variety of events, including workshops, networking sessions, cultural events, and activities related to relocation such as goods exchange.

These diverse offerings will cater to the diverse interests and preferences of residents and operators, fostering a sense of community and providing opportunities for interaction and support.

○ *Improve understanding and support*

(a) Foster a better understanding of the redevelopment process

To enhance understanding among residents and operators, it is crucial for future SSTs to prioritise regular information sessions and workshops. These sessions can serve as valuable platforms to educate individuals about their rights, entitlements, and available options throughout the redevelopment process. By providing detailed explanations and addressing specific concerns, SSTs can help clarify doubts and empower residents and operators to navigate the process more effectively.

During these information sessions, the SSTs can cover various aspects of the redevelopment process, including the different stages involved, the criteria for compensation or allowances, and the procedures for objections and appeals. By breaking down complex concepts into easily understandable terms, the SSTs can ensure that residents and operators grasp the intricacies of the process.

(b) Strengthen emotional support services and cross-cultural communication

Strengthening emotional support services is crucial during the redevelopment process. The SSTs can consider collaborating with mental health professionals and community organisations to provide tailored counselling services, workshops, and resources, where necessary. These initiatives can address the emotional impact on residents and operators, offering a safe space to express concerns and seek guidance. This is particularly important for operators, who may face unique concerns and uncertainties during the transition.

Additionally, to overcome language and cultural barriers, the SSTs can employ various strategies. They can seek the assistance of translators or volunteers from ethnic minority communities to facilitate effective communication with residents and operators from diverse backgrounds. Collaborating with community organizations and interpreters can also ensure cultural sensitivity in interactions.

By improving emotional support services and cross-cultural communication, the SSTs can contribute to the overall well-being of residents and operators, promoting resilience and a positive experience throughout the redevelopment process.

○ *Sustain evaluation and feedback mechanisms for SST services*

(a) Continue use of the Key Performance Indicators (KPIs):

To assess the performance of services provided by the SSTs, it is recommended to adopt the Key Performance Indicators (KPIs) established in the current Survey. These KPIs have demonstrated sensitivity and a high correlation with overall satisfaction levels.

(b) Incorporate visual aids in Questionnaire Survey

To enhance the accuracy and comprehensiveness of data collected, future surveys should incorporate visual aids such as relevant pamphlets or documents. Displaying these materials can jog the memory of residents and operators, enabling them to recall whether they received the pamphlets. Additionally, designing specific questions related to the pamphlets provided by the URA can assess their understanding and interpretation of the information provided.

(c) Continue periodic feedback surveys

To facilitate continued monitoring of users' changing attitudes, behaviours, and views during the redevelopment progress, it is recommended to conduct the feedback survey periodically. This will allow for timely assessment of changes and adjustments in service delivery, ensuring that the SSTs remain responsive to evolving needs and concerns.

○ *Shape the future delivery mode for enhanced service delivery*

(a) Discuss and develop future delivery mode

To improve service modes and enhance overall effectiveness, it is recommended to engage in discussions regarding the establishment of a district-based long-term urban renewal team. This team, comprising the SSTs, would be responsible for handling both redevelopment and rehabilitation matters within the district. Through centralisation, operations can be streamlined, coordination can be improved, and efficient service delivery can be ensured for residents and operators.

(b) Strengthen long-term planning

The district-based long-term urban renewal team should focus on developing comprehensive and strategic long-term plans. This involves conducting thorough assessments of the district's needs, identifying redevelopment and rehabilitation opportunities, and formulating sustainable solutions. By adopting a forward-thinking approach, the SSTs can promote cohesive and well-planned urban renewal initiatives that address the evolving needs of the community.

Annex 1   Questionnaire – Residents

<div align="center">

市區重建社區服務隊服務使用者意見調查
業主／居民問卷

</div>

問卷編號:＿＿＿＿＿＿＿＿＿＿＿
訪問員編號: ＿＿＿＿＿＿＿＿

　　市區更新基金現正委託「社會政策研究有限公司」（「社會政策研究」）進行上述研究，蒐集服務使用者就市區重建社區服務隊（「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，結果可作為制訂相關服務的參考資料。

　　現隨機抽樣選中　貴戶參與是次意見調查。是次調查的訪問對象為受市區重建局實施重建計劃影響的業主及居民。社會政策研究會於2023年10月至2024年1月期間進行調查，屆時社會政策研究的訪問員會於上午十時至下午十時期間造訪，進行一個約20分鐘的面對面訪問。

　　是次訪問以不記名的方式進行，其收集所得的一切資料僅供作是項研究參考及分析之用，我們不會將資料向其他機構或人士披露、出租或轉售。所有個別資料經處理後，將盡快銷毀。

　　到訪 貴戶的訪問員均會帶同由「社會政策研究」發出的職員證（樣本見附件）以茲識別。請 貴戶小心核對其證件。

　　如對是次調查有任何疑問或核實訪問員的身份，請致電「社會政策研究」熱線 2511-1548 或 9095-3485 與李小姐查詢。

第一部份　業主／居民資料

A1 請問你是屬於：

1 □ 非自住業主（或其代表）

2 □ 自住業主（或其代表）

3 □ 租戶（或其代表）

	非自住業主（或其代表）	自住業主（或其代表）	租戶（或其代表）
A2	請問你持有這個單位共多少年？＿＿＿＿＿＿＿年		
A3	請問這個單位是(可選多項)： 1 □ 自住 2 □ 租出 3 □ 空置 4 □ 其他，請註明：＿＿＿		
A4	請問你租出這個單位共多少年？＿＿＿＿＿＿年	請問你住在這個單位共多少年？＿＿＿＿＿＿年	請問你住在這個單位共多少年？ ＿＿＿＿＿＿年
A5	租出單位部份： 1 □ 整個單位 2 □ 套房 3 □ 房間 4 □ 閣仔 5 □ 板間房 6 □ 籠屋 7 □ 床位 8 □ 天台屋 9 □ 其他，請註明：＿＿	自住單位部份： 1 □ 整個單位 2 □ 套房 3 □ 房間 4 □ 閣仔 5 □ 板間房 6 □ 籠屋 7 □ 床位 8 □ 天台屋 9 □ 其他，請註明：＿＿	租住單位部份： 1 □ 全層 2 □ 套房 3 □ 房間 4 □ 閣仔 5 □ 板間房 6 □ 籠屋 7 □ 床位 8 □ 天台屋 9 □ 其他，請註明：＿＿
A6		住戶成員人數（不包括家庭傭工）：＿＿＿＿＿位	住戶成員人數（不包括家庭傭工）： ＿＿＿＿＿位
A7		住戶成員（包括你）是長者（60歲或以上）： ＿＿＿＿位	住戶成員（包括你）是長者（60歲或以上）：＿＿＿＿位
A8		住戶成員（包括你）是新移民（居港少於7年）： ＿＿＿＿位	住戶成員（包括你）是新移民（居港少於7年）：＿＿＿＿位
A9		住戶成員（包括你）是非華裔人士：＿＿＿＿位	住戶成員（包括你）是非華裔人士： ＿＿＿＿位

第二部份　對社區服務隊提供服務的認知

B1 (a) 在重建過程中（不論你有沒有接受過有關服務），請問你對社區服務隊的認知程度：
用 1 至 10 來評分，1 表示完全沒有認知，10 表示完全有認知。

	完全 沒有認知								完全 有認知		沒有意見 （不讀出）
	1	2	3	4	5	6	7	8	9	10	99
社區服務隊	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

(b) 你透過以下那些途徑，認識社區服務隊（可選多項）：
1 ☐ 印刷品（如海報、單張、小冊子）
2 ☐ 社交媒體網上平台（如 Facebook）
3 ☐ 舉辦活動（如講座、展覽）
4 ☐ 社工隊造訪
5 ☐ 鄰居(街坊)
6 ☐ 其他，請註明：＿＿＿＿＿
7 ☐ 完全沒有認知

(c) (B1(a)答 1-3 分的受訪者) 你認為以下那些途徑，可讓更多營運者認識社區服務隊（可選多項）：
1 ☐ 印刷品（如海報、單張、小冊子）
2 ☐ 社交媒體網上平台（如 Facebook）
3 ☐ 舉辦活動（如講座、展覽）
4 ☐ 社工隊造訪
5 ☐ 其他，請註明：＿＿＿＿＿

B2 在重建過程中（不論你有沒有接受過有關服務），請問你對社區服務隊服務的範圍的認知程度：
用 1 至 10 來評分，1 表示完全沒有認知，10 表示完全有認知。

	完全 沒有認知								完全 有認知		沒有意見 （不讀出）
	1	2	3	4	5	6	7	8	9	10	99
a　社區服務隊的服務目標	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
b　社區服務隊的服務範圍	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

B3 在重建過程中，請問你有沒有參與或接受過社區服務隊所提供的服務？

	沒有	有(偶爾)	有(間中)	有(經常)	不知道 （不讀出）
	1	2	3	4	5
1 查詢或諮詢服務	☐	☐	☐	☐	☐
2 居民會、講座	☐	☐	☐	☐	☐
3 各項社區或居民活動	☐	☐	☐	☐	☐
4 個案輔導/跟進/轉介服務	☐	☐	☐	☐	☐
5 情緒支援服務	☐	☐	☐	☐	☐
6 重建/搬遷的適應服務	☐	☐	☐	☐	☐
7 其他，請註明：_____	☐	☐	☐	☐	☐

B4 （只問B3回答<u>有</u>參與或接受過社區服務隊所提供服務的人士）
　　(a) 你參與或接受服務的原因是：（可選多項）
　　　1 ☐ 可獲知有關重建的資訊
　　　2 ☐ 在重建過程中可作出協助
　　　3 ☐ 覺得服務有幫助
　　　4 ☐ 其他，請註明：_____

　　(b) 你有沒有中途停止參與或接受服務？
　　　1 ☐ 一直有接受服務
　　　2 ☐ 已停止接受服務，原因是：（可選多項）
　　　　　1 ☐ 已獲得有關資訊
　　　　　2 ☐ 已不需要服務
　　　　　3 ☐ 自己時間上無法配合
　　　　　4 ☐ 健康或個人問題
　　　　　5 ☐ 參與服務體驗不佳，請註明：_____
　　　　　6 ☐ 服務沒有得到預期的回饋或成果，請註明：_____
　　　　　7 ☐ 其他，請註明：_____

B5 （只問B3回答<u>從沒有</u>參與或接受過社區服務隊所提供服務的人士）你不參與
　　或接受服務的原因是：（可選多項）
　　　1 ☐ 沒有需要
　　　2 ☐ 不知道有這些服務
　　　3 ☐ 沒有時間
　　　4 ☐ 覺得自己可以處理
　　　5 ☐ 不希望麻煩別人
　　　6 ☐ 有其他人可協助
　　　7 ☐ 其他，請註明：_____

第三部份　重建過程的需求、關注和轉變

C1 在重建過程中，請問你對社區重建過程的了解程度：
用 1 至 10 來評分，1 表示完全不了解，10 表示完全了解。

		完全 不了解								完全 了解		沒有意見 （不讀出）
		1	2	3	4	5	6	7	8	9	10	99
1	收購物業準則	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
2	津貼計算準則	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
3	租客安置及特惠津貼發放準則	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
4	市區重建項目救援基金	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
5	出租住宅物業長者業主體恤津貼	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
6	測量師費用津貼	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
7	「樓換樓」計劃	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
8	反對及上訴程序	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

C2 在重建過程中，請問你較為關注的項目是(可選多項)：
1 ☐ 有關重建的資訊
2 ☐ 有關重建的時間表
3 ☐ 賠償或津賠是否足夠
4 ☐ 尋找新的居所
5 ☐ 編配公屋
6 ☐ 其他，請註明：_____

C3 在重建過程中，請問你較為擔心的是(可選多項)：
1 ☐ 經濟問題（如負擔不起太貴的樓價或租金）
2 ☐ 經濟問題（如搬遷、傢俬費用）
3 ☐ 經濟問題（如搬遷後的樓宇開支、管理費用等）
4 ☐ 搬遷後難搵工
5 ☐ 搬遷後家人上班不方便
6 ☐ 搬遷後子女上學不方便
7 ☐ 搬遷後失去熟悉朋友鄰居
8 ☐ 搬遷後遠離可依靠的親人
9 ☐ 搬遷後的住所單位面積比之前的單位面積小
10 ☐ 不熟悉新社區設施（如診所/ 郵局 /銀行等）
11 ☐ 其他，請註明：_____

C4 在重建過程中，請問你遇到什麼困難（請說明）（可選多項）？如有，有沒有找社區服務隊協助？

<table>
<tr><td></td><td></td><td colspan="3">有沒有找社區服務隊協助？</td></tr>
<tr><td></td><td></td><td>有
1</td><td>沒有
2</td><td>不需要
3</td></tr>
<tr><td>1</td><td>☐ 找尋居所方面：＿＿＿＿＿＿＿＿＿＿</td><td>☐</td><td>☐</td><td>☐</td></tr>
<tr><td>2</td><td>☐ 編配公屋方面：＿＿＿＿＿＿＿＿＿＿</td><td>☐</td><td>☐</td><td>☐</td></tr>
<tr><td>3</td><td>☐ 賠償/津賠方面：＿＿＿＿＿＿＿＿＿＿</td><td>☐</td><td>☐</td><td>☐</td></tr>
<tr><td>4</td><td>☐ 經濟方面：＿＿＿＿＿＿＿＿＿＿</td><td>☐</td><td>☐</td><td>☐</td></tr>
<tr><td>5</td><td>☐ 情緒方面：＿＿＿＿＿＿＿＿＿＿</td><td>☐</td><td>☐</td><td>☐</td></tr>
<tr><td>6</td><td>☐ 就業方面：＿＿＿＿＿＿＿＿＿＿</td><td>☐</td><td>☐</td><td>☐</td></tr>
<tr><td>7</td><td>☐ 子女上學方面：＿＿＿＿＿＿＿＿＿＿</td><td>☐</td><td>☐</td><td>☐</td></tr>
<tr><td>8</td><td>☐ 醫療/福利服務方面：＿＿＿＿＿＿＿＿</td><td>☐</td><td>☐</td><td>☐</td></tr>
<tr><td>9</td><td>☐ 日常生活的方面：＿＿＿＿＿＿＿＿＿</td><td>☐</td><td>☐</td><td>☐</td></tr>
<tr><td>10</td><td>☐ 其他：＿＿＿＿＿＿＿＿＿＿＿＿＿</td><td>☐</td><td>☐</td><td>☐</td></tr>
</table>

C5 在思考未來的居所時(已搬離重建項目的居民，回想當時)，你有什麼樣的感受？

（下面有五對詞，並且在每對詞之間都有 7 個數字，越靠近某一端詞語的數字表明自己的感受越接近於該詞語描述的心理狀態。請在最符合自己感受的數字上打" ☑ "）

	1	2	3	4	5	6	7	
恐懼	☐	☐	☐	☐	☐	☐	☐	期盼
消極情緒	☐	☐	☐	☐	☐	☐	☐	積極情緒
心情差	☐	☐	☐	☐	☐	☐	☐	心情好
心灰意冷	☐	☐	☐	☐	☐	☐	☐	富有激情
害怕	☐	☐	☐	☐	☐	☐	☐	有勇氣

第四部份　對社區服務隊的綜合意見

D1 在重建過程中，就以下有關社區服務隊所提供服務的句子，請表示你的同意程度：

用 1 至 10 來評分，1 表示非常不同意，10 表示非常同意。

		非常不同意								非常同意		沒有意見（不讀出）
		1	2	3	4	5	6	7	8	9	10	99
1	對居民承諾的事都能做到	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
2	盡力協助解決居民遇到的問題	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
3	妥善處理居民的抱怨	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
4	迅速處理居民的意見	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
5	主動詢問居民的需求	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
6	隨時可為居民提供協助	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
7	具備充分有關重建過程的知識	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
8	態度親切有禮貌	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
9	能獲得居民信任	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
10	了解與關懷居民的需求	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
11	能針對不同需求的居民給予個別服務	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
12	優先考慮居民的利益	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
13	服務人員有整潔的儀表	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
14	服務範圍及活動資料清楚	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
15	設施足夠	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
16	服務質素符合期望	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
17	服務效能符合期望	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
18	社區服務隊在重建過程中扮演市區重建局的溝通橋樑的角色	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

D2 在重建過程中，你有沒有收到由市區重建局發出的一份資料（懶人包）概述整個重建過程及其時間表？

1 ☐ 有，這份資料能否協助你預備重建的事宜？
　　　1 ☐ 完全不能夠，請說明：＿＿＿＿＿＿
　　　2 ☐ 不能夠
　　　3 ☐ 能夠
　　　4 ☐ 十分能夠

2 ☐ 沒有

D3 在重建過程中，綜合而言，請表示你對社區服務隊所提供服務的滿意程度：

用 1 至 10 來評分，1 表示非常不滿意，10 表示非常滿意。

非常 不滿意									非常 滿意	沒有意見 （不讀出）
1	2	3	4	5	6	7	8	9	10	99
☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

D4 你認為社區服務隊所提供的服務，有沒有需要改善的地方：

1 ☐ 沒有

2 ☐ 有，請說明需要改善的範疇：＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿

D5 其他意見：＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿

第五部份　受訪者個人資料

E1 性別：

1 ☐ 男

2 ☐ 女

E2 年齡：＿＿＿＿＿歲

E3 你現在的最高教育程度是：

1 ☐ 小學或以下

2 ☐ 初中(中一至中三)

3 ☐ 高中(中四至中七)／文憑／毅進／證書課程

4 ☐ 大專（高級文憑／副學位課程）

5 ☐ 學士或以上

E4 你現在的經濟活動身份是：

1 ☐ 僱員	4 ☐ 料理家務者
2 ☐ 自僱	5 ☐ 學生
3 ☐ 僱主	6 ☐ 退休人士
	7 ☐ 沒有事做，而正在找尋工作
	8 ☐ 沒有事做，但現在沒有找尋工作

我們非常感謝你今次的參與，你所提供的資料對我們非常重要。

我們有可能在一段時間後再次邀請閣下進行一項深入訪談。屆時可否再次與你聯絡？

1　☐ 可以　（屆時將會有社會政策研究有限公司的訪問員以電話方式與你聯絡跟進）

2　☐ 不可以

~ 訪問完成。謹此致謝 ~

Annex 2　　Questionnaire – Operators

市區重建社區服務隊服務使用者意見調查
營運者問卷

問卷編號:＿＿＿＿＿＿＿＿＿
訪問員編號: ＿＿＿＿＿＿＿

　　市區更新基金現正委託「社會政策研究有限公司」(「社會政策研究」)
進行上述研究，蒐集服務使用者就市區重建社區服務隊(「社區服務隊」)
向受市區重建局實施重建計劃影響的營運者所提供的協助及輔導服務所表
達的意見，結果可作為制訂相關服務的參考資料。

　　現隨機抽樣選中　貴商戶參與是次意見調查。是次調查的訪問對象為
受市區重建局實施重建計劃影響的營運者。社會政策研究會於 2023 年 10
月至 2024 年 1 月期間進行調查，屆時社會政策研究的訪問員會於上午十時
至下午十時期間造訪，進行一個約 20 分鐘的面對面訪問。

　　是次訪問以不記名的方式進行，其收集所得的一切資料僅供作是項
研究參考及分析之用，我們不會將資料向其他機構或人士披露、出租或轉
售。所有個別資料經處理後，將盡快銷毀。

　　到訪 貴戶的訪問員均會帶同由「社會政策研究」發出的職員證（樣
本見附件）以茲識別。請 貴戶小心核對其證件。

　　如對是次調查有任何疑問或核實訪問員的身份，請致電「社會政策
研究」熱線 2511-1548 或 9095-3485 與李小姐查詢。

第一部份　營運者資料

A1 請問你是屬於：
　　1 ☐ 非自用業主（或其代表）
　　2 ☐ 自用業主（或其代表）（即於其物業內自行經營業務的業主）
　　3 ☐ 租戶（或其代表）

	非自用業主（或其代表）	自用業主（或其代表）	租戶（或其代表）
A2	請問你持有這個鋪位共多少年? _____年		
A3	請問這個鋪位是(可選多項)： 　1 ☐ 自用 　2 ☐ 租出 　3 ☐ 空置 　4 ☐ 其他，請註明：_____		
A4	請問你租出這個鋪位共多少年? _____年	請問你在這個鋪位營運共多少年? _____年	請問你在這個鋪位營運共多少年? _____年
A5	租出鋪位部份： 　1 ☐ 整個鋪位 　2 ☐ 部份鋪位 　3 ☐ 閣樓 　4 ☐ 其他，請註明：____	自用鋪位部份： 　1 ☐ 整個鋪位 　2 ☐ 部份鋪位 　3 ☐ 閣樓 　4 ☐ 其他，請註明：____	租用鋪位部份： 　1 ☐ 整個鋪位 　2 ☐ 部份鋪位 　3 ☐ 閣樓 　4 ☐ 其他，請註明：____
A6		全職員工人數： _____位	全職員工人數： _____位
A7		營運行業：_____	營運行業：_____

第二部份　對社區服務隊提供服務的認知

B1 (a) 在重建過程中（不論你有沒有接受過有關服務），請問你對社區服務隊的認知程度：
用 1 至 10 來評分，1 表示完全沒有認知，10 表示完全有認知。

	完全 沒有認知								完全 有認知		沒有意見 （不讀出）
	1	2	3	4	5	6	7	8	9	10	99
社區服務隊	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

(b) 你透過以下那些途徑，認識社區服務隊（可選多項）：
1 ☐ 印刷品（如海報、單張、小冊子）
2 ☐ 社交媒體網上平台（如 Facebook）
3 ☐ 舉辦活動（如講座、展覽）
4 ☐ 社工隊造訪
5 ☐ 鄰居(街坊)
6 ☐ 其他，請註明：＿＿＿＿＿
7 ☐ 完全沒有認知

(c) (B1(a)答 1-3 分的受訪者) 你認為以下那些途徑，可讓更多營運者認識社區服務隊（可選多項）：
1 ☐ 印刷品（如海報、單張、小冊子）
2 ☐ 社交媒體網上平台（如 Facebook）
3 ☐ 舉辦活動（如講座、展覽）
4 ☐ 社工隊造訪
5 ☐ 其他，請註明：＿＿＿＿＿

B2 在重建過程中（不論你有沒有接受過有關服務），請問你對社區服務隊服務的範圍的認知程度：
用 1 至 10 來評分，1 表示完全沒有認知，10 表示完全有認知。

	完全 沒有認知								完全 有認知		沒有意見 （不讀出）
	1	2	3	4	5	6	7	8	9	10	99
a　社區服務隊的服務目標	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
b　社區服務隊的服務範圍	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

B3 在重建過程中，請問你有沒有參與或接受過社區服務隊所提供的服務？

	沒有	有(偶爾)	有(間中)	有(經常)	不知道 （不讀出）
	1	2	3	4	5
1 查詢或諮詢服務	☐	☐	☐	☐	☐
2 居民會、講座	☐	☐	☐	☐	☐
3 各項社區或居民活動	☐	☐	☐	☐	☐
4 個案輔導/跟進/轉介服務	☐	☐	☐	☐	☐
5 情緒支援服務	☐	☐	☐	☐	☐
6 重建/搬遷的適應服務	☐	☐	☐	☐	☐
7 其他，請註明：_____	☐	☐	☐	☐	☐

B4 （只問B3回答<u>有參與或接受過</u>社區服務隊所提供服務的人士）

(a) 你參與或接受服務的原因是：（可選多項）

1 ☐ 可獲知有關重建的資訊

2 ☐ 在重建過程中可作出協助

3 ☐ 覺得服務有幫助

4 ☐ 其他，請註明：_____

(b) 你有沒有中途停止參與或接受服務？

1 ☐ 一直有接受服務

2 ☐ 已停止接受服務，原因是：（可選多項）

    1 ☐ 已獲得有關資訊

    2 ☐ 已不需要服務

    3 ☐ 自己時間上無法配合

    4 ☐ 健康或個人問題

    5 ☐ 參與服務體驗不佳，請註明：_____

    6 ☐ 服務沒有得到預期的回饋或成果，請註明：_____

    7 ☐ 其他，請註明：_____

B5 （只問B3回答<u>從沒有參與或接受過</u>社區服務隊所提供服務的人士）你不參與或接受服務的原因是：（可選多項）

1 ☐ 沒有需要

2 ☐ 不知道有這些服務

3 ☐ 沒有時間

4 ☐ 覺得自己可以處理

5 ☐ 不希望麻煩別人

6 ☐ 有其他人可協助

7 ☐ 其他，請註明：_____

第三部份　重建過程的需求、關注和轉變

C1 在重建過程中，請問你對社區重建過程的了解程度：
用 1 至 10 來評分，1 表示完全不了解，10 表示完全了解。

		完全 不了解								完全 了解	沒有意見 （不讀出）
		1	2	3	4	5	6	7	8	9	10	99
1	收購非住宅單位物業準則	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
2	非住宅單位津貼計算準則	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
3	特惠津貼發放準則	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
4	營業損失補償準則	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
5	測量師費用津貼	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
6	反對及上訴程序	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

C2 在重建過程中，請問你最關注的項目是(可選多項)：
1 ☐ 有關重建的資訊
2 ☐ 有關重建的時間表
3 ☐ 賠償或津賠是否足夠
4 ☐ 尋找新的鋪位
5 ☐ 其他，請註明：＿＿＿＿＿

C3 在重建過程中，請問你最擔心的是(可選多項)：
1 ☐ 經濟問題（如負擔不起太貴的鋪位價格或租金）
2 ☐ 經濟問題（如搬遷、傢俬費用）
3 ☐ 難以尋找與原來鋪位相似的店舖進行搬遷
4 ☐ 搬遷後自己/員工上班不方便
5 ☐ 搬遷後失去熟悉的鄰居/客人
6 ☐ 搬遷後的鋪位面積比之前的鋪位面積小
7 ☐ 不熟悉新社區設施（如銀行等）
8 ☐ 其他，請註明：＿＿＿＿＿

C4 在重建過程中，請問你遇到什麼困難（請說明）（可選多項）？如有，有沒有找社區服務隊協助？

		有沒有找社區服務隊協助？		
		有	沒有	不需要
		1	2	3
1	☐ 找尋鋪位方面：＿＿＿＿＿＿＿＿＿＿	☐	☐	☐
2	☐ 賠償/津貼方面：＿＿＿＿＿＿＿＿	☐	☐	☐
3	☐ 經濟方面：＿＿＿＿＿＿＿＿＿＿	☐	☐	☐
4	☐ 情緒方面：＿＿＿＿＿＿＿＿＿＿	☐	☐	☐
5	☐ 就業方面：＿＿＿＿＿＿＿＿＿＿	☐	☐	☐
6	☐ 交通方面：＿＿＿＿＿＿＿＿＿＿	☐	☐	☐
7	☐ 醫療/福利服務方面：＿＿＿＿＿	☐	☐	☐
8	☐ 日常生活的方面：＿＿＿＿＿＿	☐	☐	☐
9	☐ 其他：＿＿＿＿＿＿＿＿＿＿＿＿	☐	☐	☐

C5 在思考未來的去向時（已搬離重建項目的營運者，回想當時），你有什麼樣的感受？

（下面有五對詞，並且在每對詞之間都有 7 個數字，越靠近某一端詞語的數字表明自己的感受越接近於該詞語描述的心理狀態。請在最符合自己感受的數字上打 " ☑ "）

	1	2	3	4	5	6	7	
恐懼	☐	☐	☐	☐	☐	☐	☐	期盼
消極情緒	☐	☐	☐	☐	☐	☐	☐	積極情緒
心情差	☐	☐	☐	☐	☐	☐	☐	心情好
心灰意冷	☐	☐	☐	☐	☐	☐	☐	富有激情
害怕	☐	☐	☐	☐	☐	☐	☐	有勇氣

第四部份　對社區服務隊的綜合意見

D1 在重建過程中，就以下有關社區服務隊所提供服務的句子，請表示你的同意程度：

用 1 至 10 來評分，1 表示非常不同意，10 表示非常同意。

		非常 不同意								非常 同意		沒有意見 （不讀出）
		1	2	3	4	5	6	7	8	9	10	99
1	對受影響人士承諾的事都能做到	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
2	盡力協助解決受影響人士遇到的問題	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
3	妥善處理受影響人士的抱怨	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
4	迅速處理受影響人士的意見	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
5	主動詢問受影響人士的需求	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
6	隨時可為受影響人士提供協助	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
7	具備充分有關重建過程的知識	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
8	態度親切有禮貌	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
9	能獲得受影響人士信任	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
10	了解與關懷受影響人士的需求	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
11	能針對不同需求的受影響人士給予個別服務	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
12	優先考慮受影響人士的利益	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
13	服務人員有整潔的儀表	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
14	服務範圍及活動資料清楚	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
15	設施足夠	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
16	服務質素符合期望	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
17	服務效能符合期望	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
18	社區服務隊在重建過程中扮演市區重建局的溝通橋樑的角色	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

D2 在重建過程中，你有沒有收到由市區重建局發出的一份資料（懶人包）概述整個重建過程及其時間表？

　　1 ☐ 有，這份資料能否協助你預備重建的事宜？

　　　　1 ☐ 完全不能夠，請說明：＿＿＿＿＿＿

　　　　2 ☐ 不能夠

　　　　3 ☐ 能夠

　　　　4 ☐ 十分能夠

　　2 ☐ 沒有

D3 在重建過程中，綜合而言，請表示你對社區服務隊所提供服務的滿意程度：
用 1 至 10 來評分，1 表示非常不滿意，10 表示非常滿意。

非常									非常	沒有意見
不滿意									滿意	（不讀出）
1	2	3	4	5	6	7	8	9	10	99
☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

D4 你認為社區服務隊所提供的服務，有沒有需要改善的地方：
　　1 ☐ 沒有
　　2 ☐ 有，請說明需要改善的範疇：＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿

D5 其他意見：＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿

第五部份　受訪者個人資料

E1 性別：
　　1 ☐ 男
　　2 ☐ 女

E2 年齡：＿＿＿＿＿歲

E3 你現在的最高教育程度是：
　　1 ☐ 小學或以下
　　2 ☐ 初中(中一至中三)
　　3 ☐ 高中(中四至中七)／文憑／毅進／證書課程
　　4 ☐ 大專（高級文憑／副學位課程）
　　5 ☐ 學士或以上

E4 你現在的經濟活動身份是：
　　1 ☐ 僱員　　　　4 ☐ 料理家務者
　　2 ☐ 自僱　　　　5 ☐ 學生
　　3 ☐ 僱主　　　　6 ☐ 退休人士
　　　　　　　　　　7 ☐ 沒有事做，而正在找尋工作
　　　　　　　　　　8 ☐ 沒有事做，但現在沒有找尋工作

> 我們非常感謝你今次的參與，你所提供的資料對我們非常重要。
> 我們有可能在一段時間後再次邀請閣下進行一項深入訪談。屆時可否再次與你聯絡？
> 1　☐ 可以　（屆時將會有社會政策研究有限公司的訪問員以電話方式與你聯絡跟進）
> 2　☐ 不可以

~ 訪問完成。謹此致謝 ~

Annex 3   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

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敎關鍵績效指標

   – 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

Annex 4　　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 (e.g.
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