

主席的話

Chairman's Foreword

2014-2015 年是本會發展重要的一年。這一年，我們完成了兩項十分重要的工作。其一是慶祝本會創會六十周年，並藉會慶機會，思索本會的過去，及為未來訂定策略方向；另一項重要工作是為服務重新定位，重組管理架構，以新思維迎接未來的挑戰。

2014 年是本會創會六十周年的慶祝年，我們成立了「六十周年誌慶指導委員會」，專責籌辦各項慶祝活動，包括舉辦研討會、嘉年華會、新服務開展禮、出版書刊及紀念特刊等等。各項慶祝活動都配合六十周年的誌慶主題：「九龍東同行六十載 · 新思維用愛創未來」。我們很榮幸得到多位政府官員蒞臨出席多項活動擔任主禮嘉賓，包括勞工及福利局局長張建宗先生 GBS, JP 出席了 10 月 19 日舉行的「凝聚社區 · 敢創未來」嘉年華；環境局局長黃錦星先生 JP 出席了 12 月 13 日舉行的「都市綠洲」開幕禮；政務司司長林鄭月娥女士 GBS, JP 出席了 11 月 14 日舉行的「六十周年誌慶酒會」。誌慶酒會當日有超過 500 名嘉賓友好出席，為本會增光不少。



「六十周年誌慶指導委員會」轄下的「機構策略方向工作小組」，帶領同工討論 2014 至 2018 年的服務發展方向和策略。工作小組總結了同工的意見，提出把現有服務重整為十項核心服務，使服務定位更加清晰；同時新增「環保及綠色生活」為核心服務，標誌著本會的服務進入保護環境新領域，服務更趨多元化，緊貼社會的需要。十項核心服務已在 2014 年 11 月出版的「六十周年紀念特刊」中率先介紹，指導本會未來的服務策劃方向。「機構策略方向工作小組」同時亦訂下目標，逐漸把本會塑造為一個協作型機構，加強與其他伙伴合作，提升服務效益。

為了配合十項核心服務的管理及考慮機構未來發展的需要，本會重組管理架構，新增兩位高級服務總監及一位服務總監，使行政人員的人數由 13 人增至 14 人，架構更趨完善。各服務總監的管理範疇也有所變動，以擴闊行政人員的管理經驗。有關的改組方案在 2015 年 3 月確定，人事調配則在 2015 年 8 月完成。

六十周年除了慶祝和策劃未來，也為本會帶來突破和機遇。其中一項突破，是本會董事會首次組織交流活動，一行九人於 2014 年 9 月初到訪上海的中國基督教全國兩會社會服務部，進行 4 天的交流。這次交流活動促進了本會與國內教會的互相了解。另一項機遇是獲得香港大學「睿智計劃」的邀請，把本會部分創新服務和管理經驗，拍攝成 3 個最佳實踐案例，並且把影片收錄到「睿智計劃」的網上個案資料庫，供非牟利團體及學生作交流和學習之用。本會對於可以與外界有系統地分享經驗感到高興；在提供個案的過程中，也總結了我們的經驗，促進了我們的學習。

人事財務方面，在 2014-2015 年，社會福利署向本會額外增撥港幣 \$830 萬恆常經費，以改善整筆撥款服務的中央行政、督導和聘用輔助醫療人員。本會把這筆新增撥款全數用於改善整筆撥款服務員工的薪酬，以改善員工流失的情況。而非整筆撥款服務員工的薪酬亦作出相應增加，由非整筆撥款賬戶支付。

2014-2015 年本會在服務方面也有不錯的表現，包括成功投得環境保護署十八區首個社區環保站「綠在沙田」的三年營運合約，加入推動環保回收及社區環保教育工作的行列。「綠在沙田」在 2015 年 4 月開始試驗營運，並於 6 月 13 日舉辦開幕禮。此外，本會轄下的盈力僱員服務顧問（盈力）於 2014 年 11 月榮獲香港人力資源管理學會頒發「卓越僱員服務及健康服務機構獎 2014」，以肯定盈力過去多年的服務成果及對香港僱員輔助計劃 (EAP) 作出的貢獻。

慶祝創會六十年是一個好的時機讓本會檢視過去，開創未來。過去十年，本會的員工由六百多人增加至去年的一千多人。能夠有今天的成就，實在是有賴社會各界人士多年來的鼎力支持。本人在此謹向各政府部門、香港公益金、香港賽馬會慈善信託基金、環境及自然保育基金、社會福利署——攜手扶弱基金、勞工及福利局——社區投資共享基金、市區重建局、觀塘區議會、西貢區議會、陳登社會服務基金會、凱瑟克基金、諸位善長、贊助團體、各輔助專業人員和義工等衷心致謝。本人對董事會全人之支持亦銘感於心。最後，本人謹向全體員工致謝，藉各人的委身及熱誠，使本會服務得以向前邁進。

趙世存

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The year 2014-2015 was an important and memorable year for CFSC. In this year, we had gone through two very important tasks. Firstly, we celebrated the CFSC 60th Anniversary and taking the opportunity to review our past and plan our future. Secondly, we revamped our services and restructured the management so as to better position the organisation to face future challenges.

The year 2014 was the year for celebrating the 60th Anniversary of CFSC. A Steering Committee had been set up specifically for the purpose of organising celebration activities, including seminars, carnivals, kick-off ceremonies for new services, publishing a commemorative bulletin and the like. All celebration events were organised around the central theme of 'Sixty Years of Service in Kowloon East, With Love We Create the Future Together'. We were so blessed that we had obtained tremendous support from the community and many government officials who attended our celebration events as officiating guests. For instance, Mr. Matthew Cheung Kin-chung, GBS, JP, Secretary for Labour and Welfare attended and officiated in our community carnival on 19th October; Mr. Wong Kam-sing, JP, Secretary for the Environment joined and officiated in the grand opening ceremony of Urban Oasis on 13th December; and Mrs. Carrie Lam Cheng Yuet-ngor, GBS, JP, Chief Secretary for Administration joined our 60th Anniversary Cocktail Reception on 14th November as Guest of Honour. We were so honoured to have more than 500 guests attended the Cocktail Reception to share our joy and gratitude for the development of CFSC.

A Strategic Direction Task Group had been set up under the 60th Anniversary Steering Committee to lead the process of formulating Strategic Directions for 2014-2018. The Task Group collected and consolidated staff's views from various platforms and concluded with a proposal to revamp the existing services into ten core services so that the services can be better positioned. In addition, a new core service 'Environmental Protection & Green Living' was set up, which symbolised CFSC's service being extended to include environmental protection and making our services more diversified to meet emergent community needs. The design for ten core services was documented in the 60th Anniversary commemorative bulletin, which served as an initial guide for core service formulation. Apart from service positioning, the Task Group also set out a strategic goal to transform CFSC to become a collaborative organisation under which staff will be encouraged to collaborate with other organisations with the vision to achieve bigger social impact.

To support the revamping of core services and consider the needs for future development, the management structure was also revamped correspondingly. Two Senior Programme Director positions were created and one new Programme Director position added to make the senior management a team of 14 executive staff instead of 13. The job profiles of executives were adjusted to widen the learning opportunity and exposure. The detail of management reform was confirmed in March 2015 and the deployment completed in August 2015.

Apart from celebration and strategic planning, the year of 60th Anniversary also brought us breakthrough and opportunities. For instance, in September 2014, a group of nine members from the Board of Directors and management visited the Social Service Department of the Protestant Churches in China in Shanghai for 4 days to have an exchange on the work of two organisations. It was the Board's first exchange activity and it enabled us to understand the social services provided by the churches in China. Another good experience came from an invitation from the ExCEL3 (Excellence in Capacity-Building on Entrepreneurship and Leadership for the Third-sector) Project of The University of Hong Kong to study the innovative management practice of CFSC. Three management stories were video-documented and uploaded to the case bank of the ExCEL3 website for teaching and learning purpose. We were glad that our management experience could be systematically studied and analysed, and we valued the study process from which our experience could be consolidated and our learning was being enhanced.

In the area of finance and funding, we appreciated that the Social Welfare Department had increased the Lump Sum Grant (LSG) recurrent subvention from 2014-2015 onwards at an amount of HK\$8.3 million for CFSC to improve central administration, supervisory support and recruitment of paramedical support. The Board decided to use this additional subvention wholly for the improvement of LSG staff salaries to ease the turnover situation. The salaries of non-LSG staff were also correspondingly adjusted and shouldered by non-LSG service accounts.

In 2014-2015, we continued to perform well in service development. For instance, we successfully bid the 3-year operation contract of Environmental Protection Department's first Community Green Station in Shatin. The Project commenced operation in March 2015 and the official opening was held on 13th June, 2015. And our Vital Employee Service Consultancy was awarded the 'Excellent Employee Service & Wellness Provider Award 2014' in the annual presentation of HKIHRM in November 2014. The HR Excellence Award of HKIHRM was meant to recognise organisations and individuals who achieved business success through outstanding people management strategies and practices and CFSC was the first social service organisation to be awarded in this category.

60th Anniversary celebration was a good time for us to look back our history and to think of our further future. In the past ten years, CFSC grew steadily and the staff number had increased from 600 in 2004 to more than 1,000 in 2014. For us to be able to serve, we are well aware that we are indebted to many organisations and peoples who have rendered great support to CFSC for so many years. In particular, I would like to thank various government bureaux and departments, The Community Chest of Hong Kong, The Hong Kong Jockey Club Charities Trust, the Environment and Conservation Fund, Social Welfare Department – Partnership Fund for the Disadvantaged, Labour and Welfare Bureau – Community Investment and Inclusion Fund, Urban Renewal Authority, Kwun Tong District Council, Sai Kung District Council, Chan Dang Social Services Foundation, The Keswick Foundation Limited, and other donors, auxiliary workers and volunteers. Lastly, I would like to thank all the staff for their untiring devotion, which has enabled CFSC to continue to move forward.

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Chairman