

# 展望未來

## Looking Forward

假若 2014 年的重點工作是推行一連串六十周年慶祝活動和確立未來的策略發展方向，與及構思服務的藍圖，那麼 2015 年的挑戰便是逐步落實執行策略計劃擬定的方案。

踏入 2015-2016 年，首要的工作便是重組領導結構，包括調配和委任各核心服務的領導人員。這上層的架構和職務設計、招聘及落實工作便花了約半年的時間。至 8 月初，各核心服務的領導人員正式就位承擔新任務，並開始組織各自的核心服務團隊。領導人員肩負的第一項任務，是以 4 個月的時間，在機構策略計劃的框架下，帶領團隊為核心服務設定目標和行動計劃，以配合機構的發展，包括加強服務的社會效益和建立協作關係。為了支援領導人員的工作，策略領導委員會成立了有時限的「核心服務督導委員會」，作為溝通和互相學習的平台；機構亦提供資源聘用外間管理顧問，協助核心服務的組織重塑工程；培訓組則積極配合需要，舉辦相關培訓活動。核心服務定位工作估計於 2015 年底完成，期望在踏入 2016 年後，各項核心服務可以陸續推出創新意念的發展計劃，為機構的服務帶來新姿采。

2015 年的工作並沒有停留在內部組織上，相反，2015 年有相當多的服務拓展機遇。在上半年我們投得「綠在沙田」項

目，開啟了環保及綠色生活服務的新範疇，估計政府年內會繼續推出多個環保項目可供競投；殘疾人士發展及共融服務則開展了「思藝手作」(A-Soulroom) 工作室和「另一咖啡店」社企項目，增加殘疾人士的就業機會；社區發展服務參與香港賽馬會慈善信託基金的「愛+人」計劃，推出「健康家加油」項目，同時為安達臣道發展計劃的未來服務需要而籌劃和申請資助，以配合年終屋邨入伙時的服務需求。踏入下半年，長者照顧服務推出由香港公益金資助的認知障礙症長者訓練——「逸活課程」，同時大幅擴充「樂力長者日間訓練中心」的服務空間，以滿足長者社區照顧服務的服務需求；醫療健康服務則和香港防癌會合作，在總會大樓開辦「香港防癌會——賽馬會『攜手同行』癌症家庭支援計劃」——觀塘中心，成為計劃的協作伙伴。

社區的服務需求仍然很大而問題複雜，我們現時的服務發展受到各方面的制約，包括嚴重不足的服務場地和空間、投放於管理的資源和管理技術創新不足、有時限性服務資源有礙服務持續發展等。我們希望新的組織架構和核心服務定位可以提供新的思維和角度，協助審視現時的服務模式和策略，使服務的發展能夠得到更好的支援和符合社會需要。

If the 60th Anniversary celebration and the crafting of the strategic plan and structure were the work foci of 2014, the focus and challenges of 2015 will be the step-by-step implementation of the new strategic plan.

Entering the year of 2015-2016, the first upmost task was the implementation of re-structuring the new leadership team, including assigning leaders for core services. It took nearly half a year to complete the procedures of approving the new role descriptions, recruitment and appointment of new executives. Not until early August, all senior management and cores service leaders could be in new positions to organise their own teams and align their units. The new leaders were then given their first assignment to develop the respective core service mission and vision and to formulate service strategic plan with their team members within 4 months time. The service directions have to align and within the corporate strategic framework, which include making the services more focused and to position the services for bigger impact and more collaboration. To ensure the re-organisation will be on the right track, a time defined Core Service Steering Committee was formed by Strategic Leadership Committee to facilitate communication among core service leaders. Resource was set aside for leaders to involve external consultants to assist in the service re-organisation process. The training unit was involved to assist in the change process. The exercise of core service positioning will be completed at end of 2015. Hopefully, innovative initiatives will be launched in 2016 and will bring a new look to CFSC services.

The re-organisation work in 2015 did not occupy all our attention. On the contrary, we faced and captured plenty of new opportunities in service development. In the first half of 2015, we were busy with the launching of the Shatin Community

Green Station project and we envisioned more projects from Environmental Protection Department would be open for bidding. The Opportunities & Inclusion for People with Disabilities Core Service was busy in equipping and promoting two new service points, namely 'A-Soulroom' workshop and the social enterprise '&other Café'. The Community Development Core Service started a few new projects at the same time including the 'Community Health Campaign: Fitter Families Project' funded by The Hong Kong Jockey Club Charities Trust and collaborated with the School of Public Health of The University of Hong Kong. The team was also busy in proposing new project to serve the new tenants when they move into the Anderson Road Housing Estates at end of 2015. Entering the second half of 2015, the Elderly Care Core Service will start The Community Chest of Hong Kong funded project 'Make-it-easy Community Living & Home-based Training', at the same time, we will renovate and expand the Lively Elderly Day Training Centre to meet the increasing demand of day care needs for frail elders. In September 2015, the Medical & Health Core Service will collaborate with The Hong Kong Anti-Cancer Society and become a partner organisation to operate the 'HKACS – Jockey Club "Walking Hand-in-Hand" Cancer Family Support Project' – Kwun Tong Centre.

There is great demand for community services and the problems are complex. Despite the needs, our service development are constrained by a number of factors including a serious lack of service space, insufficient resources for management, insufficient management innovation, service continuous development hindered by time-limited project fund and the like. It is hoped that the new structure and the new core service positioning can bring us new thinking and new perspectives in viewing the existing situations, giving us new insights to maximise the effects of the services.