

主席的話



Chairman's Foreword

2009至2010年度，本會的服務發展成果豐碩及充滿創意。我在這裡簡介幾項重要發展。由於本會總部大樓自1998年啟用至今已逾十年，隨著服務增加，部份設施需要更新設計，以求地盡其用，方便市民，故此本會在三年前成立工作小組開始策劃優化工程。至2009年7月，喜獲「行政長官社會資助計劃名單2009」，透過香港賽馬會慈善信託基金，撥款一仟叁佰二十五萬元以改善本會由停車場到二樓的通道和服務設施，使計劃得以成真，讓市民更方便使用大樓內的服務。優化工程已於2010年9月展開，預期於2011年中完成。



在全球氣候變暖的威脅下，香港市民保護環境意識日漸提高，影響所及，有不少人嚮往綠色生活，希望在假日參與農耕活動。配合社會的需要，本會特向地政總署申請，並於2009年獲批出一幅面積約74,000平方呎的觀塘市區空置土地，以短期租約形式，讓本會設立一個社區農圃，作農耕及推廣環保和綠色生活之用。經過一番研究及籌措，計劃暫名為「都市綠洲」，並獲得多個基金的支持，包括利希慎基金資助農地基建、香港公益金資助一項為期三年的「園藝治療」計劃、環境及自然保育基金資助農地基建和環保設施，以協助推動環保教育及舉辦社區參與活動。這項計劃是本會的新嘗試，在籌劃過程中得到不同專業人士無償的協助，謹此致謝。本會期望這項計劃能夠帶動社區實踐綠色健康生活模式，同時為本會開拓新服務領域。

過去一年，本會在服務退休人士方面也作出新嘗試。退休人士的經驗是社會資產，退休專業人士的經驗尤其寶貴。為了善用退休專業人士的經驗並提供機會讓他們繼續服務社會，本會試驗一項輔助員工計劃，讓退休專業人士協助本會服務的推行及後勤支援工作。此計劃與伙伴機構「善寧會」合作，由「善寧會」提供培訓。計劃由2009年開始，一年四個課程，至今已培訓超過一百名輔工。此外，本會又獲蘇格蘭皇家顧資銀行及社會福利署攜手扶弱基金資助，於2010年開展《退休人士技能提昇暨輔助員工計劃》，額外增加40個輔助專業人員的人力資源。我們將會檢討這兩項計劃的成效，以確定下階段的工作。

在2009至2010年，本會力求創新，突破框框，薄有成績。而各項工作能夠順利進行，實有賴社會各界人士的鼎力支持，本人謹在此向下列資助及贊助團體衷心致謝，包括勞工及福利局、社會福利署、香港房屋委員會、教育局、地政總署、屋宇署、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、社區投資共享基金、攜手扶弱基金、市區重建局、利希慎基金、余兆麒醫療基金、蘇格蘭皇家顧資銀行、東區崇德社、蘋果日報慈善基金及多位善長。此外本人亦感激不同團體及政府部門的協助。對於董事會全人一直以來的支持，本人銘感於心。最後，謹向全體辛勤工作的員工致謝，深信藉各人之委身及熱誠，本會服務定能繼續向前邁進。

關銳煊

主席 關銳煊教授



The year 2009-2010 was a fruitful year filled with innovative attempts for Christian Family Service Centre. Despite so much work was done in the year, I would like to report on some major developments here. First of all, the headquarters building which commenced operation in 1998 had been over ten years that we found it became less accessibility-friendly at the entrance to some service users and staff. The space at the first floor needed to be better utilized in view of a growing demand for service area. A task force was thus formed three years ago to study the feasibility of re-designing the lower floors of the headquarters building. We were so glad that in July 2009 we successfully obtained the support of \$13.25 million from the Hong Kong Jockey Club Charities Trust through the "Chief Executive's Community Project List 2009". The support was for improving the accessibility and for the better use of service space from the basement to the second floor. The construction work started from September 2010 and was anticipated to complete in mid-2011.

Under the threat of global warming, the awareness on environmental protection has risen in Hong Kong. There was an increasing number of people who would like to participate in occasional farming and to pursue green living lifestyle as far as possible. In view of the needs and an idea of integrating social services and environmental education, we have applied for a piece of vacant land of around 94,000 sq. ft. in Kwun Tong District from the Lands Department in the form of short term tenancy and proposed to turn the vacant land into a community farm. The Lands Department approved our application in July 2009. We tentatively named the project as "Urban Oasis" and have got the support from the Lee Hysan Foundation for building the farmland infrastructure, from the Community Chest to support a major new initiative "Horticultural Therapy Garden", and from the Environment and Conservation Fund for farmland infrastructure as well as for energy conservation demonstration and environmental education activities. I would like to take this opportunity to thank these funding bodies and the voluntary professionals who have contributed their valuable time and tremendous effort to help us in the planning of the project. Through the participation opportunities provided by this project, we intended to bring changes to the community in pursuing green living and healthy lifestyles.

In the reporting year, there was another new attempt developed to serve the retiring people. It is well recognized that the knowledge and experience possessed by the retirees can be precious, in particular if the retiree is an educated professional. To capture this valuable asset and to provide them with continued opportunity to serve the community, we piloted an Auxiliary Worker Scheme through which the retirees could work as auxiliary workers in the Agency to assist in service provision and backup support. We partnered with the Society for the Promotion of Hospice Care who provided intensive training to the participants. The Scheme started in 2009 and we have already trained one hundred retirees in four training courses. Moreover, with the joint sponsorship from RBS Coutts Bank and Partnership Fund for the Disadvantaged, we also piloted another "Auxiliary Professional Project" which provided additionally 40 auxiliary professionals in our workplace. These two schemes will be evaluated in late 2010 before we take a step further.

In the last few years, we invested to try new services and new practices to meet new needs. The return in 2009-2010 was vivid. For the achievement, we are indebted to many peoples who have rendered great support to the Agency for so many years. In particular, for the year 2009-2010, I would like to thank the following funding and sponsoring bodies: the Labour and Welfare Bureau, the Social Welfare Department, the Housing Authority, the Education Bureau, the Lands Department, the Buildings Department, the Community Chest, the Hong Kong Jockey Club Charities Trust, the Environment and Conservation Fund, the Community Investment and Inclusion Fund, the Partnership Fund for the Disadvantaged, the Urban Renewal Authority, the Lee Hysan Foundation, the S.K. Yee Medical Foundation, the RBS Coutts Bank Ltd., the Zonta Club East, the Apply Daily Charities Trust, and other donors. Our thanks also go to various other organizations and government departments that have been rendering support to our work in various ways. I would also like to record my deep appreciation for the support given to me by the Board of Directors. Lastly, I would like to thank all the staff for their untiring devotion, which has enabled the Christian Family Service Centre to continue to move forward.

Professor Kwan Yui-huen
Chairman

總幹事報告



Chief Executive's Report

基督教家庭服務中心的使命是服務有需要人士，並致力促進家庭功能。透過50多個服務單位，本會為社會大眾提供多元優質服務，實踐機構使命。

2009年至2010年的各項服務進展情況，已詳列於本年報其他章節。總括來說，各項服務都能夠順利發展。在服務合約方面，由香港房屋委員會資助的天水圍房屋諮詢及服務隊的營運合約於2010年4月完結，需要重新招標。在同事的努力下，本會獲得新的服務合約，服務範圍並因此而擴展至東涌、元朗及屯門，機構上下感到特別高興。此外，駐屋宇署支援服務隊亦於2010年3月獲得續約一年。

受到國際金融危機的影響，2009年的香港社會普遍瀰漫著困擾和不安。本會盈力僱員服務在2009年4月收到的僱員求助電話比2008年10月金融危機前急增三成，很多求助者憂慮被公司裁退，香港的就業情況也令人憂慮。為此，在社會福利署地區辦事處的支持下，本會於2009年6月增設「就業支援服務」，為觀塘區失業市民提供支援，包括發掘就業機會、協助就業、及幫助失業家庭解決困難。「就業支援服務」於一年內成功為230位失業人士尋獲工作。同時，為了加強培訓市民創業及就業的能力，本會得到香港煤氣公司及攜手扶弱基金的支持，改善將軍澳成龍全人發展中心的小型食肆創業計劃的設備和空間，增強了培訓的能力。此外，去年適逢本會慶祝55周年，便以「全心、同心、社區一心——從健康家庭出發」為主題，舉行大樓開放日及一連串推廣宣傳活動，藉以帶出社區互助、齊抗逆境的重要訊息。

去年，本會得到獎券基金多方面的支持，包括資助服務單位更換153台個人電腦以改善工作效率；更換5架接載服務使用者的小型巴士；和額外津貼服務單位的清潔項目支出，以配合全城清潔運動等。雖然獲得獎券基金指定項目的資助，但在財務方面，本會整筆撥款服務的營運連續第二年出現赤字，需要動用超過三百萬的整筆撥款儲備以支持日常營運。

基督教家庭服務中心的願景，是成為一間追求卓越表現的優質服務機構。幾年來，我們把持續改善服務列為首要工作，以鞏固優質服務文化。在2009至2010年，「優點」委員會繼續推動各項提升「顧客服務」及「流程改善」的措施，包括舉行顧客服務日、組織顧客服務大使、獎勵優秀顧客服務員工、獎勵優秀流程改善計劃、舉辦分享會、走訪商業機構學習最佳實踐模式等。在員工培訓方面，新增的培訓組為不同層級的員工設定必須修讀的課程，並有系統地提供培訓機會並加以紀錄，使前線員工的培訓機會不致被忽略。「機構形象」委員會及傳訊組更新了本會的網頁及製作新一套介紹機構的影片，同時為機構的標誌定下使用指引。職員會則持續舉辦及鼓勵同事參與各種員工活動。各種各項的措施和活動，都為機構注入了活力，成為機構的資產，為服務持續發展作出了投資。

2009至2010年，本會的服務發展成績理想。我們很感謝董事會一直以來的支持和指導。我慶幸我有一班盡責投身的同工，在資源緊絀的情況下，他們每一個人都為機構獻出最大的努力。展望未來，我們將會加倍努力，實踐承諾，為服務使用者提供優質服務，為員工提供支援，為社會發展增值。

總幹事 郭烈東先生, J.P.





The mission of Christian Family Service Centre is to serve people in need and to strive to support and enhance family functioning. We serve the community through providing quality services by over 50 service units.

The service progress for the year 2009-2010 was reported and detailed in the following parts of this Annual Report. Overall speaking, the services continued to operate smoothly and progressively. In the area of renewing service contracts, the contract for the Tin Shui Wai Housing Advisory and Service Team sponsored by the Housing Authority was renewed in April 2010, after a re-bidding exercise in March 2010. The coverage of the new contract was extended to include Tung Chung, Yuen Long and Tuen Mun. The success in the continuation of the contract demonstrated the good performance of the team in the previous contract and the Agency was delighted to see our services extending to serve more people in the north-western part of the Territories. Apart from this project, the contracts for the three Buildings Department Social Service Teams were also renewed for one year in March 2010.

Being affected by the global financial crisis in 2008 and its effects on Hong Kong economy, most of the Hong Kong peoples experienced a long period of insecurity and discomfort in the year 2009. The phone calls for assistance received by our Vital Employee Assistance Programme in April 2009 drastically increased by 30% as compared with the number of calls in October 2008, before the tide of the financial crisis. Most of the calls expressed their worries over their jobs as the job market was rather unfavorable. Under this circumstance, and with the support from the Social Welfare Department District Office, we launched a new Employment Support Service in June 2009 with special emphasis in identifying jobs suitable for the disadvantaged group living in Kwun Tong District. We provided tailor-made support including training, career counseling as well as family assistance in case of need. In one year's time, we successfully found jobs for 230 job-seekers. In addition to this new service, we also improved the facilities of the existing Jackie Chan Whole Person Development Centre's catering business training programme. The cost of renovation was partly supported by the Hong Kong and China Gas Company Limited and Partnership Fund for the Disadvantaged. We hoped that the enhanced training capacity could benefit more job-seekers and small business starters. Regarding our work in the community, we took advantage of the Agency's 55th Anniversary celebration to launch a series of promotional activities, including our headquarters building's open house, on the theme of enhancing family resilience through whole-hearted community support.

In the reporting year, we received great support from the Lotteries Fund Grant. For instance, an allocation was given in July 2009 to upgrade or replace 153 sets of personal computers in subvented service units for improving work efficiency. The Grant also approved our application of replacing 5 old vehicles with five new 14-seater light buses. The SWD also took the initiative to release extra funding support to strengthen cleansing services for service units in order to keep in line with the government policy to step up hygiene measures to fight against human swine influenza. Despite all the designated support from the Lotteries Fund, the agency experienced deficit for the second year for Lump Sum Grant services due to cessation of Special One-off Grant after 2007-2008. The deficit amounted to over \$3 million and was covered by the LSG reserve.

Christian Family Service Centre has committed to a vision of becoming a quality organization in search of service excellence. In the past few years, quality improvement was always at the top of our priority list. The Continuous Quality Improvement Committee continued to organize agency-wide customer service and process improvement initiatives including the annual Customers Service Day, awarding high performance staff and outstanding process improvement projects, launching Customer Service Ambassador programme, organizing internal sharing and external learning visits. Staff training and learning were our regular concern. The new training unit systematically designed compulsory learning sessions for staff of different rank and different job families to make sure that the training needs of every colleague can be fulfilled. The Image Building Committee and the Communications Unit completed the revamping of corporate homepage and produced a new corporate video. The Staff Association actively organized staff to participate in team building activities including dragon boat race and Standard Chartered Marathon Race. All these initiatives were investment to make CFSC more energetic and more productive in moving the organization forward.

The year of 2009-2010 was another fruitful year for CFSC. This could never be achieved without the collaborative effort of all CFSC people. I would like to express my gratitude particularly towards the Board of Directors for their support and guidance. I am also thankful to have a team of dutiful staff who give total dedication to their work amid the limitation of financial constraints. Looking forward, we will continue to work hard and smart to fulfill our promises of delivering quality service to service users, providing support to staff, and bringing values to the community of Hong Kong.

Kwok Lit-tung, J.P.
Chief Executive