



踏入2014-2015年，全會上下都忙於籌辦六十周年誌慶活動。在這冊年報面世時，很多慶祝活動亦已進行得如火如荼或已順利完成了。然而，在慶祝誌慶年之同時，我們亦開啟了一頁更具挑戰性的工作，就是如何延續六十周年的主題：「新思維用愛創未來」，以新思維落實新的策略計劃。

策略方向工作小組在經過多次聆聽、討論和諮詢後，已為機構擬定了2014至2018年的策略方向，其中一個方向是把現時各項服務作出更好的規劃和定位，使同工付出的努力，可以對社會產生更大的效益；另一項挑戰是構思如何與其他團體協作，透過結集各團體的力量，增強解決社會問題的能力。就著服務的更好定位，策略方向工作小組已落實把現時的60多個服務項目，重組為10項核心服務和兩項重點服務，共同指向四大方向建設社會。2014-2015年的挑戰是設計一個有效的架構，協助各核心服務開展計劃，並且為各項行動計劃訂定優先次序，做好協調工作，使策略計劃可以順利展開。

在各項六十周年的活動項目中，有一項算得是突破性的項目。本會董事會及職員一行九人於2014年9月初到訪位於上海的中國基督教兩會社會服務部及上海市基督教兩會社會服務部，

Entering the year of 2014-2015, the Agency was busy in planning and organising the 60th Anniversary celebration activities. By the time this annual report is published, many celebration activities should have been completed. However, in the same year of celebration, we unfolded a bigger challenge ahead, which demanded the Agency to echo the theme of 60th Anniversary, connotatively to have a new thinking to manifest the love of God in creating a new future via our strategic plan and the actions to be followed.

After several consultation and discussion with different levels of staff in the Agency, the Strategic Directions Task Group has formulated a new strategic plan with four strategic foci for 2014-2018. One of the foci is to better position the existing services so that our services can create a bigger social impact. Another working direction will be to strengthen our collaboration with other organisations to create certain collective impact on social problems the community is facing. Regarding the positioning of services, we have re-aligned the existing 60 service units to become 10 core services and 2 supportive services. All services should work towards a shared direction consisting of four social goals. The challenge ahead in 2014-2015 is to formulate a structure to facilitate changes and to set priority for actions so that the plan can be put forward for implementation.

Among the various celebration activities, we have tried out a new attempt. An exchange programme has been arranged for the Board of Directors and staff to visit the Social Service Department of the China Christian Council and the National Committee of the Three-Self Patriotic Movement of the Protestant Churches in China (CCC/TSPM) in Shanghai in early September 2014. This was a 4 days exchange programme and it definitely deepened the understanding

進行了4天的交流。這次交流增強了兩地團體的互相了解，奠下了日後合作的基礎。

展望2014-2015年，在系統建設方面，也需要很大的專注。社會福利發展基金首期撥款支持了兩項資訊系統的改善工程，其中財務管理系統已於2013年10月正式取代舊系統順利運作，但另一項人力資源管理系統則由於增加了對系統的要求，故此完成日期推遲至2014年底。此外，我們已向社會福利發展基金提交新一輪的申請，申請項目包括把本會網頁改進為一個無障礙網頁、在兩所護老院設立臨床服務質素管理系統、家居護老服務新增流動紀錄系統和新增網上付款系統等4項，有關申請已獲社會福利署批准。我們期望各項系統建設工程最終能夠改善營運效率和服務質素。

2014-2015年新增加的工作，是要逐步執行社會福利署的整筆撥款最佳執行指引，以加強機構管治的工作。有關指引討論多年，終於在2014年7月底得以落實。根據撥款要求，接受整筆撥款的機構都要遵守共14項最佳執行指引，其中7項是強制性遵行，範疇包括財務管理、人事管理及機構管治。雖然社會福利署容許一段較長的時間讓機構草擬內部政策，但評估現狀的工作需要年內展開。

and relationship between two parties and paved the way for future collaboration.

In the year 2014-2015, we need to continue our attention on the area of systems development. The Social Welfare Development Fund (SWDF) supported us two IT development projects in its Phase 1 subsidy, from which we implemented a new Financial Management System in October 2013. Nevertheless, the completion of the new Human Resources System has to be delayed until the end of 2014 due to more users requirements having been added. We have applied and approved by the SWDF Phase 2 to carry out four more IT projects starting from this year, including upgrading the present corporate website to become barrier-free, to install a clinical service monitoring system for the long term care homes, to build a mobile work record and billing system for home care services, and to further enhance the financial management system. Hopefully, these systems can make our service delivery more efficient and effective after their completion.

One additional challenge in 2014-2015 will be the implementation of the Lump Sum Grant (LSG) Best Practice Manual (BPM) introduced by the Social Welfare Department. The implementation of BPM has been undergone a lengthy discussion and negotiation in the sector and finally compromised to be carried out in July 2014. All NGOs receiving LSG subvention will need to implement the 14 guidelines within a reasonable time frame. Those guidelines govern the NGO's practice in Financial Management, Human Resources Management and Corporate Governance. The assessment of the existing practices will have to be carried out in 2014-2015.