

# 機構管治

## Corporate Governance



董事會成員與主禮嘉賓香港大學社會工作及社會行政學系榮休教授周永新教授GBS, JP於66周年大會上合照留念。

The board members and the officiating guest, Professor Nelson Chow Wing-sun, GBS, JP, Emeritus Professor, Department of Social Work and Social Administration, The University of Hong Kong, took a photo together at the 66th Annual General Meeting.

### 管治架構

董事會是本會的最高決策機關。透過董事的服務任期及連任次數等更替機制，保持董事會的開放性，而職員會亦有代表列席於董事會會議上，強化董事會與員工之間的溝通。

董事會之下設立拓展工作委員會、財務及人事委員會、機構管治及管理審核委員會、裝修及工務委員會、過渡性房屋督導委員會及其他管理委員會以討論和推動機構各項工作的發展，並為有關工作提供方向及指引。

### Governing Structure

The Board of Directors is the highest decision-maker of the Agency. With the succession mechanism for the governing board members, including the term of office and number of consecutive terms, etc., our Board of Directors maintain its transparency to the society. The regular participation of representatives from the Staff Association in our Board meetings also enhances communications between board members and our staffs.

Our Board of Directors has established the Development Committee, Finance and Personnel Committee, Committee on Reviewing Corporate Governance and Management Audit, Renovations and Works Committee, Steering Committee on Transitional Housing Projects and other management committees to promote the development of the Agency, and to provide direction and guidance in the related work.

## 良好溝通

本會向來重視管理層與員工之間的溝通，除了透過建構內聯網，善用資訊科技加強內部資訊溝通外，同時於去年12月通過「內部溝通政策文件」，致力建構開放、坦誠及包容的溝通文化，協助員工善用不同渠道表達意見。而總幹事和管理層亦會透過各類會議諮詢員工對機構的策略計劃及各項政策的意見，達至有效溝通。



管理層定期舉行不同的會議與員工保持緊密溝通。  
The management communicated with staffs through different internal meetings.

## 質素管理

本會持續透過質素改善委員會和表現管理組監察機構整體服務水平、監控關鍵績效指標及符合各項服務質素標準。除了推動顧客服務外，表現管理組更加强內部審核制度，包括進行6次服務質素標準審核，以及進行11次職安健審核以確保機構環境安全及強化職員安全意識。

## Effective Communication

The Agency has always attached great importance to maintaining good communication between management and staff members. In addition to making good use of the intranet and information technology to strengthen internal communications, an Internal Communication Policy was adopted in December last year, with the aim to create an open, candid and inclusive communication culture that enable our staff members to express their opinions through different channels. The Chief Executive and other executive members will continuously communicate with our staffs through various meetings and consultation platforms, in order to understand their views on strategic plans and other policies, while establishing effective communication between the Agency's management and staff.

## Quality Management

The role of the Quality Improvement Committee and the Performance Management Unit is to monitor the Agency's overall corporate service quality, key performance indicators and ensure the adherence to various SQS. In addition to promoting customer service, our Performance Management Unit has also strengthened our internal audit system by conducting six SQS audits and eleven Occupational Safety and Health audits, thereby ensuring a safe working environment and enhancing safety awareness among staff members.



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## 政策指引

在2020-2021年度，本會繼續嚴謹遵守《公司條例》、《教育條例》、《整筆撥款手冊》、《整筆撥款津助制度最佳執行指引》第一組指引及《服務質素標準》內各項法定規則、條例及規定。



此外，機構「策略領導委員會」和「質素改善委員會」亦繼續優化本會的政策，包括

更新《保障個人資料及私隱政策》；就《策略計劃2018-2020》進行中期檢討，透過焦點小組及討論，整合意見及作出修訂，以加強機構管治的工作。

機構一直著重推行員工的「嘉許政策」，希望透過政策有系統地嘉許表現優秀的服務計劃、員工和團隊。繼2019年首辦的「優秀員工嘉許禮」後，我們亦首次舉辦「優秀服務項目嘉許計劃」，並於2020年9月公佈結果。評審團在來自不同單位的特別計劃中分別選出15個「優秀服務項目」及8個「具潛質優秀服務項目」，計劃項目多元化，充份體現我們的團隊對服務的熱誠、創意和關愛精神，為服務使用者提供最適切的服務。我們期望員工能繼續彰顯機構的文化和核心價值，共同推動機構成長。

## Policies And Guidelines

In 2020-2021, the Agency committed to complying with the statutory rules and regulations set out under the Companies Ordinance, Education Ordinance, Lump Sum Grant (LSG) Manual, LSG Best Practice Manual (Level One) Guidelines and the Service Quality Standards (SQS). In addition, the Strategic Leadership Committee and the Quality Improvement Committee will continue to enhance our corporate governance measures, which include an update to our Personal Data Protection and Privacy Policy, a mid-term review of the Strategic Plan for 2018-2022, as well as consolidating the opinions from focus groups and discussions to optimise our plans and policies accordingly, in order to strengthen our corporate governance.

Our Agency has been keen on implementing the "Recognition Policy" for our employees, with the purpose to systematically recognise outstanding service projects, staff members and project teams. Following the "Outstanding Staff Award" organised in 2019, we also held the "Outstanding Service Projects Award" for the first time and announced the results in September 2020. A panel of judges selected 15 "Outstanding Service Projects" and 8 potential projects from various service units. The diversification of these projects fully demonstrate the commitment and innovation of our staff with their caring spirit towards the needy one. We expect our staff members to continue demonstrating our corporate culture and our core values, while jointly promoting the growth of the Agency.



1. 管理層透過會議諮詢員工對機構的策略計劃及各項政策的意見。  
Our staffs share their views on the strategic plan and other policies of CFSC.
2. 優秀服務項目嘉許計劃得獎名單  
Awardees list of the "Outstanding Service Projects Award"

### 優秀服務項目

認知障礙症綜合支援計劃	MHK
賽馬會新屋邨支援計劃	LNH
躍動香港健步行 Walk the city for Active Ageing	IA
「有得抖、有得學」緊急護老者支援計劃	WT - CC
颱風前後社區支援計劃	LY
「園藝治療 - 種出正面情緒」學童支援計劃	HTG
自立支援計劃 / 三零計劃：零尿片、零臥床、零約束	ERD、YC
香港輔助專業人員計劃	IA
健樂型動計劃	WB
開放藝術工作室 (Open Studio Project)	YAN
「生活好啲啲」社區支援計劃	ME
weCare 共融義工計劃	SW
樂健在社區 - 中風患者及跌倒後骨折患者社區復康過渡計劃	LE

#### 優秀協作服務項目

- 香港防癌會 - 賽馬會「攜手同行」癌症家庭支援計劃
- 賽馬會樂齡同行計劃

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## 強化領導力

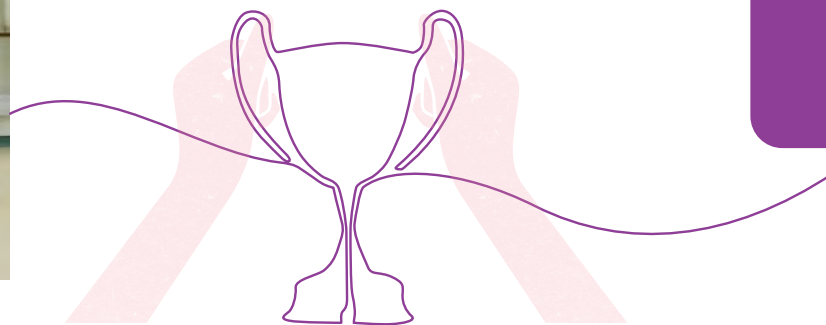
因應機構服務發展迅速，董事會在2021年檢討管理層的架構和資源，增設一位副總幹事職位，加強機構的領導效能。

## Strengthening Our Leadership

With the rapid expansion of the Agency, the Board of Directors carried out a review of the management structure and resources in 2021. To strengthen the leadership of the Agency, a new Deputy Chief Executive position was introduced to our senior management team.



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1,2. 為得獎單位舉辦不同的優秀服務項目嘉許計劃培訓日。  
Different training days of "The Outstanding Service Projects Award" were held for the awarded service units.