



回顧 2011-2012 年，香港社會面對的挑戰並沒有稍減。雖然財政司司長在 2011 年 3 月決定為每一位 18 歲或以上香港永久性居民派發港幣 \$6,000 現金，希望可以紓緩社會的不滿情緒，但貧富懸殊仍然被視為是難以解決的社會深層次矛盾。適逢特首換屆選舉於 2012 年 3 月舉行，香港社會的討論亦無可避免地聚焦到這一場選戰上，使社會矛盾更顯尖銳。亦有不少人寄望選舉後的新政府能夠為香港帶來新局面。



基督教家庭服務中心是一間追求卓越表現的社會服務機構。多年來，我們緊守崗位，把持續改善和鞏固優質服務文化列為首要工作。本會大樓地下的優化工程是其中一項重要的改善計劃。工程於 2010 年 9 月正式展開，經過約 12 個月的時間，於 2011 年 8 月完成，並於 2012 年 1 月舉行揭匾儀式。優化後的大樓地盡其用，市民使用服務時更覺方便。我們感謝香港賽馬會慈善信託基金的財政支持，亦多謝社會福利署對計劃的支持和推薦。

在 2011 至 2012 年度，本會的服務資源有較大幅度增長，整體收入由 2 億 5 千多萬港元增加至 3 億，增幅達百分之十八。新增資源主要是來自多項新服務。雖然服務收入有所增加，但整筆撥款的服務仍有很大的財務壓力，必須要盡更大的努力以維持服務的持續能力。

去年，管理層制定了 2011-2014 年的策略發展方向，確定本會未來 3 年要做好下列 5 項工作，包括提升質素管理系統、重視服務的持續能力、發揮優勢、上下一心和增強創新能力。在領導管理方面，本會在 2011 年中微調了領導組織，把助理總幹事（行政）及服務發展總監兩個職位合併為助理總幹事（行政及發展）職位，目的是把發展及中央支援的工作集中領導。而為了同時兼顧發展的需要，增加了一位服務總監，保持本會開拓新服務的能力。

在開拓服務方面，本會於 2011 年 10 月獲得中華基督教會公理堂的邀請，在公理堂銅鑼灣重建後的新大樓內開設社會服務。經過董事會的詳細討論，決定在公理堂大樓開設「銅鑼灣中醫健康中心」和「CFSC 專業人才培訓中心」兩個服務單位。前者是本會中醫服務的第 4 個服務點，而後者的使命是為長者服務培訓照顧人員，以減輕長者照顧服務缺乏人手的壓力。這兩個中心已於 2012 年 9 月底開始提供服務。

在 2011 至 2012 年，本會服務有長足發展，並在各方面體現了本會持續改善的精神。各項事工能夠順利開展，實有賴社會各界人士的鼎力支持，本人在此謹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、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、攜手扶弱基金、市區重建局、觀塘區議會、西貢區議會、蘇格蘭皇家顧資銀行、陳登慈善基金及諸位善長。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

Looking back the year of 2011-12, the challenges to Hong Kong society had not been eased. Although the Financial Secretary announced in March 2011 to launch the \$6000 Scheme to give each Hong Kong permanent identity card holder HK\$6,000 in cash hoping that the social dissatisfaction could be smoothed, it was generally commented that the gap between the rich and the poor was a deep-rooted structural conflict that was not easy to solve. As the election of the new Chief Executive was scheduled in March 2012, unavoidably the social conflict was intensified when the election campaign rolled out. But on the positive side, the election also brought a piece of hope to some people who expect the new Government could bring Hong Kong new insights and desirable changes.

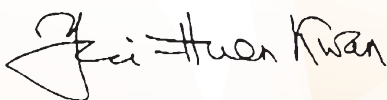
Christian Family Service Centre is a non-profit social service organisation continuously seeking excellent performance in every aspect. Since its establishment, the Agency firmly upholds its roles and duties to serve the community and for many years putting quality service its top priority. One of the quality improvement initiatives was the renovation of the ground floor intended to improve accessibility and to redesign service premises. The Project started in September 2010 and lasted for 12 months until August 2011. The Plaque Unveiling Ceremony in January 2012 marked the completion of the enhancement initiative which enabled better use of space resources and more convenience for service users. The funding from The Hong Kong Jockey Club Charities Trust and the support of the Social Welfare Department were highly appreciated.

For the year 2011-2012, the Agency recorded a substantial growth in resources. The total income increased from HK\$258 million to HK\$305 million, representing a growth rate of 18%. The new resources mainly came from the successful bidding of new service projects. Nevertheless, services under Lump Sum Grant category were still experiencing big deficit that needed to be cautiously addressed to ensure its sustainability.

In the reporting year, the management had formulated new strategic directions for the years from 2011 to 2014. 5 critical areas were identified to be worked on and to work it right in the coming 3 years. These areas include the continuing focus on service quality, ensuring financial sustainability, focusing to leverage on competitive advantage, ensuring internal solidarity, and finally developing capability for innovation and development. Apart from re-confirming our directions, in 2011, we also slightly adjusted the senior management structure by merging two positions, respectively the Assistant Chief Executive (Administration) and the Director of Development (Services), to one position of Assistant Chief Executive (Administration and Development). At the same time, adding one Programme Director (Service Development) post to the senior management to ensure adequate capacity for service development.

In October 2011, we encountered an opportunity to extend our services to Hong Kong Island. We were invited by the China Congregational Church to operate services in its newly re-built Congregation House in Causeway Bay. After internal deliberation, we decided to operate the Chinese Medicine Health Centre at 19/F and a Professional Talent Training Centre at 20/F. The former unit would become the 4th location for our Chinese Medicine services while the latter is aiming to train skilled personnel for elderly services to ease the problem of people shortage. These 2 units have begun to operate in September 2012.

In the year 2011-2012, we have advanced another big step to serve the community and in every aspect demonstrated our core spirit of continuous improvement. For the result achieved, we are indebted to many peoples who have rendered great support to CFSC for so many years. In particular, I would like to thank the following funding and sponsoring bodies: Labour and Welfare Bureau, Social Welfare Department, various Government Departments, The Community Chest of Hong Kong, The Hong Kong Jockey Club Charities Trust, The Environment and Conservation Fund, Partnership Fund for the Disadvantaged, Urban Renewal Authority, Kwun Tong and Sai Kung District Councils, Coutts & Co. Limited, Chan Dang Social Services Foundation and other donors. Our thanks also go to various other organisations 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 Alex Kwan Yui-huen
Chairman

