

## 主席的話

### Chairman's Foreword

在 2014-2015 年，我們確立了本會 2014 至 2018 年的策略發展方向，包括為各項服務定位，把 70 多項服務重新劃分為十個核心服務，並擬定多項行動方案。在剛過去的 2015-2016 年，主要的工作是逐步落實執行各項策略方案。

2015-2016 年，我們重組了管理和人事架構，包括新增了兩個高級服務總監及一個行政人員職位，以及委任各核心服務的領導人員等。重組的工作於 2015 年 8 月順利完成，下半年的組織工作則集中梳理各項核心服務的目標和行動方案，以配合機構的整體發展。為了使核心服務的策劃工作順利進行，我們成立了「核心服務督導委員會」，作為溝通和互相學習的平台；部分服務聘用外間顧問，協助核心服務的重塑工程；培訓組適時舉辦有關策略思維和營運管理的工作坊，讓主管們掌握相關知識和建立共同語言。經過半年的努力，各項核心服務的策劃已於 2016 年 3 月順利完成。

服務的重新定位為機構帶來改變，把我們的服務視野擴闊至地球資源的可持續性。新增的「環保及綠色生活」核心服務，標誌著本會的服務進入保護環境新領域。去年，本會積極開展有關環保的工作，包括由本會投得的首個社區環保站「綠在沙田」在 2015 年 3 月開始試運，並於 6 月 13 日舉行開幕儀式，項目獲得社會人士普遍關注；2016 年 1 月，環境保護署為三個新推出的社區環保站營運合約進行招標，本會再接再厲，參與了「綠在觀塘」項目的投標；2016 年 4 月，本會參與「活化已復修堆填區資助計劃」，提交了發展觀塘「馬游塘中堆填區」的計劃書，爭取為社區帶來多一項環保綠化設施。此外，本會研究把總部大樓改善為綠色建築物，並參與綠建環評認證。有關計劃已得到

In 2014-2015, we worked through the process of confirming the strategic directions of CFSC including the re-positioning of various services, re-grouping the 70 or more services units into ten core services and formulating corresponding strategic actions. In 2015-2016, our main challenges were then to implement these plans one by one.

In 2015-2016, we first re-organised the management structure. We established two new Senior Programme Director positions and added one more executive staff member to the senior management team. We also appointed new leaders to new core services. The re-organisation was fully completed by August 2015. In the second half of the year, we concentrated our work in formulating the mission of each core service with actions to ensure the service directions of new core services could align with the corporate directions. A 'Core Services Steering Committee' was set up to facilitate better communication and learning. External consultants were hired to assist certain core services in the service level re-alignment. Intensive training workshops on strategic thinking and entrepreneurship were conducted to enrich managers' knowledge and skills. With concerted effort by our leaders, the planning for ten core services was fully achieved by March 2016.

The re-positioning of services brought changes to CFSC. We extended our horizon to include the concern for the globe and environment. A new core service 'Environmental Protection & Green Living' was set up which symbolised CFSC's service being extended to include environmental protection. Last year, we put much effort in developing the green service, including the launching of the 'Sha Tin Community Green Station' in March 2015 and its official opening on 13<sup>th</sup> of June. Since its start, the Community Green Station had received much attention and discussion in the community. In January 2016, the Environmental Protection Department invited tenders to operate three new Community Green Stations. We submitted application to bid the one in Kwun Tong District. In April 2016, we submitted a proposal on developing the 'Ma Yau Tong Central Landfill' under the 'Restored Landfill Revitalisation Funding Scheme' with a vision to bring more green facility to the community. Apart from direct services, we also planned to transform the CFSC headquarters building into a green building with BEAM Plus accreditation. The idea had already been supported by The Hong Kong Jockey Club Charities Trust and works will be started in next year.

In the area of staff and resources, we had proceeded to look into the non-snapshot staff Provident Fund reserve according to the recommendation of the Social Welfare Department's 'Best Practice Manual'. Initial idea of improving employer contribution to the Mandatory Provident Fund had been formulated. To ensure long term sustainability, an actuary study was being carried out before final decision will be made. On the other hand, a new 'Partnership & Resources Development Department' was established to

香港賽馬會慈善信託基金的支持，將在來年展開籌備工作。

在員工方面，本會配合社會福利署「最佳執行指引」的建議，積極研究為非定影員工的強積金計劃僱主供款部分定下新政策，並已委託顧問公司為本會提供精算服務，以確保機構具備長遠的承擔能力。此外，本會依策略計劃成立了新部門「伙伴及資源拓展部」，以加強與商界和其他團體的協作，同時為機構開拓更多社會資源。

在 2015-2016 年度即將完結時，本會獲悉第二任總幹事高曉光女士 (Ms. Doris Caldwell Rhoades) 於 2016 年 3 月 19 日在美國克萊蒙特市「朝聖之家」安息主懷，享年 97 歲。高曉光女士曾在本會擔任總幹事達 26 年之久，是本會發展的主要奠基人，聞之，難免回想起機構的發展歷程，並感激前人為本會及香港社會所作出的貢獻。本會能夠有今天的成就，實在是有賴前人及社會各界人士多年來的鼎力支持。本人在此謹向各政府部門、各慈善基金、區議會、諸位善長、贊助團體、各輔助專業人員和義工等衷心致謝。本人對董事會全人之支持亦銘感於心。最後，本人謹向全體員工致謝，藉各人的委身及熱誠，使本會服務得以向前邁進。

趙世存

趙世存 BBS, MBE, JP  
Nicholas Chiu Sai-chuen, BBS, MBE, JP  
主席 Chairman

strengthen our relationship with commercial sector and explore more opportunities for collaboration to support our services to the community.

At approaching the end of year 2015-2016, we were sad to learn that our former Chief Executive Ms. Doris Caldwell Rhoades passed away on 19<sup>th</sup> March, 2016 at Pilgrim Place in Claremont at the age of 97. Ms. Caldwell had served CFSC as Chief Executive for 26 years and is one of the founding figures in CFSC. Her death led our minds go back history and felt grateful to her and to many who have contributed a lot to the development of CFSC. In particular for this annual report, I would like to thank the government bureaux and departments, the various charities trusts and foundations, District Councils, generous donors, auxiliary professionals and volunteers. Lastly, I would like to thank my colleagues in the Board for their trust and support, and all the staff for their untiring devotion which has enabled CFSC to continue to move forward.

