

Corporate Governance



⤴ We were delighted to have Mr. Chris Sun Yuk-han, JP, Secretary for Labour and Welfare, as our guest of honour during the 69th Annual General Meeting.

Governance Structure

Christian Family Service Centre (CFSC) has continued to provide appropriate and high-quality services to the community for many years. On the basis of a robust governance structure, we are striving to enhance the Agency's capabilities about resource management and innovation, in order to respond to the public's demand for the quality and capacity of our services.

The highest decision-making body in the Agency is its Board of Directors, which is tasked with performing organisational governance responsibilities, as well as leading and supervising the Agency's development strategies and performance. A succession mechanism regulates the terms of office and the number of consecutive terms allowable for Directors. This mechanism ensures that the Board of Directors operates in a transparent, independent and open manner. As sustainable development has become a dominant trend, CFSC places great importance on its institutional governance and is keeping pace with the times.

The Development Committee, Finance and Personnel Committee, and the Committee on Reviewing Corporate Governance and Management Audit are set up under the Board of Directors to enhance CFSC's corporate management, provide strategic guidance, and promote organisational development.

With the changes in the social environment, we have set goals for talent development and fostering a culture of learning in our Strategic Plan. In this regard, we have established a Learning and Talent Development Unit, with a focus on assisting in the development of talent and the provision of relevant training. The promotion of cross-unit collaborations under this initiative allows the respective advantages of different service units to be combined, while the resulting co-creation of innovative ideas will enable us to serve the community better.

In order to enhance our internal governance and service quality management, we established an Internal Audit Unit in March of this year. The team reports to the Board of Directors through the Committee on Reviewing Corporate Governance and Management Audit. The audit is performed on the basis of our approved annual audit plan by personnel who are independent from our daily operations and management, while the goal of the audit is to review the potential risks in the financial, operational and compliance aspects of our various departments and service units, as well as the related control measures. The audit process also identifies opportunities where we can improve our operational efficiency.

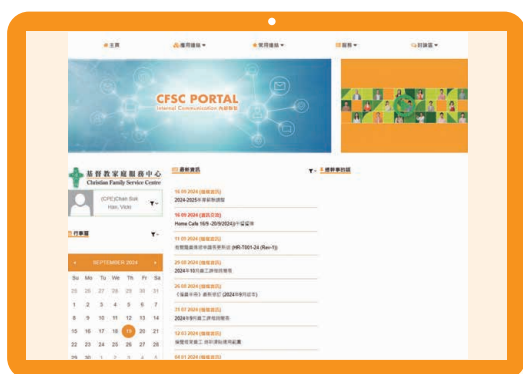
Effective Communication

Good communication can promote a positive organisational culture, robust governance and effective policies. In this regard, the Agency is active in building an open, honest, harmonious and inclusive working environment. It attaches great importance to promoting communication and coordination between management and staff members, as well as between various departments.

Therefore, we will continue to optimise a conducive environment for the use of information technology, which includes the provision of hardware, resources and training, while promoting the exchange and sharing of information and knowledge through the intranet.



With the continuous optimisation of our information technology environment, more communication channels have been established for our staff, facilitating connections between the various departments of CFSC.



The Agency has invested a lot of resources to improve its website and intranet, to strengthen information exchanges internally and externally.

We regularly hold cross-departmental meetings to promote communication between our management and staff, during which the CFSC's management strategies are conveyed, while goals and plans are jointly formulated. The meetings also allow colleagues from different departments to report and update the development of their services, and to share their experiences and insights, thereby increasing the level of engagement and sense of belonging to CFSC.



We regularly hold cross-departmental meetings to ensure good communication between our management and staff, for all of us to work together to achieve our plans and goals.



To deepen our colleagues' legal knowledge, the Agency organised a lecture to teach them the correct legal concepts.



Our Board members visited the completed units of the “CRISSCROSS” Social Housing Project – an initiative planned by CFSC.

In order to strengthen the level of communication between the Board of Directors and our various departments, our Board members regularly visited some of the service units. This year, the Board members visited the “CRISSCROSS” Social Housing Project and Wellness Zone – Integrated Community Centre for Mental Wellness, during which they communicated and exchanged ideas with frontline staff and service users, in order to understand the ongoing development and the needs of our services. The Board members appreciated the efforts and creativity of our colleagues. They will continue to visit more service units in the future, to gain insights into service development and enhance communication.

To learn first-hand about the working environments of our colleagues in different departments, our management also paid several visits to other service units last year. By exchanging opinions, the management learned about the working situation and challenges faced by our frontline colleagues, which have been noted for future follow-ups and the formulation of strategic plans.



Our Board members communicated with frontline staff and service users to better understand the transitional housing environment and the service needs of residents.



The board members visited the “Store of Happiness – The Mobile Van for Publicity Service on Mental Wellness” to learn about our team’s efforts to promote mental health in the community.

Quality Management

In order to monitor the effectiveness and quality of the services we provide, we have established a set of frameworks, mechanisms and procedures to ensure the quality of our services. This facilitates the systematic self-evaluation of all departments under the Agency, allowing each department to review its work effectiveness and to improve its development strategies continuously. In order to uphold independence and objectivity, the Agency regularly reviews its overall service level, monitors its key performance indicators and maintains overall service quality standards (SQSs) through the Committee on Reviewing Corporate Governance and Management Audit and the Strategic Leadership Committee. In addition, the Internal Audit Unit reviews and optimises the Agency’s overall governance policies, while enhancing our internal audit system to allow us to assess better and drive our service performance and quality. The Performance Management Unit is responsible for reviewing the quality standard of the service units supported by the Lump Sum Grant to ensure compliance with the regulations. The Agency also encourages all departments to conduct regular self-assessments of their performance and propose improvement suggestions that can respond effectively and appropriately to societal needs.

The Agency cares for the safety and health of its employees and has implemented a safety management system. The Performance Management Unit conducts various occupational safety and health audits to help control risks and comply with the safety management regulations and requirements, thereby ensuring that all employees work in a safe and healthy environment. It is also committed to improving the quality of all service units in their daily service provisions, as well as our customer service, in an effort to provide more attentive and personalised services and information to our service users.

Policies and Guidelines

The Strategic Leadership Committee and the Quality Improvement Committee review and optimise our policies and guidelines annually. In 2023-2024, we have continued to strictly abide by the statutory rules, regulations and provisions set out under the Companies Ordinance, Education Ordinance, Lump Sum Grant (LSG) Manual, LSG Best Practice Manual (Level One) Guidelines and the SQSs.

Strategic Plan

As entering its 70th anniversary year, CFSC adheres to continuous innovation and the pursuit of service effectiveness. We have established four strategic directions to drive our transformation, including a new three-year Strategic Plan (2023-2025) launched last year, focusing on human resource management, talent development, quality management, and technology applications and digitalisation. To better respond to the needs of our service users, we have identified four priority development projects concerning carer services, poverty alleviation services, mental health services and medical-social cooperation, while working with all sectors of society to embrace future opportunities and challenges.



By communicating and sharing ideas with organisations from other regions, we could broaden our colleagues' perspectives and thus enhance the level of our services.



Through personnel management and talent development, we promoted cross-unit collaboration and inspired more innovative service ideas.