Fourty–Five Years of Timeless Hard Work and Endeavours to Unleash Potential of Persons with Disabilities

Fu Hong Society has always upheld the service spirit of “Your Need is the Lead, Walk together with Love” by focusing on the well-being of persons with disabilities. To that end, the Society provides an array of services, advocating social inclusion and the building of a society that is caring and compassionate. In pursuit of its vision and mission, the Society has partnered various stakeholders to unleash the potential of persons with disabilities, so as to enable them to become active participants in society who enjoy quality social and family life.

This year marks the 45th anniversary of Fu Hong Society. While we are delighted at reaching this important milestone, we are also reminded of the impact of the pandemic which has posed new challenges to all members of the Society. We have not backed down. Instead, we see this as a new opportunity. Under this new normal, we have experimented with and implemented new service models.

We have also broken with conventional thinking and provided innovative services to meet the needs of our service users.
未雨綢繆，增強風險管理
Taking Precautions to Enhance Risk Management Controls

智障人士因為年老弱而產生的各種健康問題，直接影響生活質量，為了應付這個挑戰，本會探討各種創新措施，並對外分配資源以強化為高齡障疾者而設的相關服務。訓練局在風險管理方面，進一步加強風險管理。本年度的風險管理報告加入了三項新的風險項目，分別是2019冠狀病毒病疫情導致服務使用者健康受威脅，及機構職員被僱主或上司歧視， agregar.com/services, or/及僱員受衞生部的規定，並加強並改善有關監控措施。制定應變計劃。分享最佳實踐。盡力將風險降至最低。

檢討流程及手 應對未來挑戰
Reviewing Operational Processes and Manpower Needs to Meet Future Challenges

為強化機構管理，內部審計經理定期對機構的風險管理及內部監控系統作獨立分析及評估。內部審計部門的審計報告已於2022年初提交行政部和審核委員會成員，作為改善建議。而「康傑服務有限公 司」的審計工作已於2022年10月底完成，同期亦進行有關捐款活動的內部審計項目。

To strengthen corporate governance, the Internal Auditor regularly conducts independent analysis and assessment on the risk management and internal control systems of the Society. The audit report on the insurance process was submitted to the Administration Department and Audit Committee in early 2022 as recommendations for improvement. The audit work of Hong Yung Services Limited was completed in late February 2022. An internal audit on fundraising activities was also carried out during the same period.

The Society has adopted various measures to mitigate the shortage of frontline manpower resources, retain talent and improve the work environment. This includes increasing employee referral incentives and granting of allowances to staff in the frontline where hiring is challenging. We have also reviewed the responsibilities and manpower structure of our frontline staff, and implemented a pilot scheme at two Day Activity Centres, which are also residences for persons with severe intellectual disabilities. In terms of medium and long-term plans, the Society has set up two task forces in 2021/22, namely the “Task Force on Services and Process Reengineering Review” and the “Task Force on Staff Recruitment and Retention Review”. The former is responsible for reviewing existing services through the evaluation of services and process reengineering, studying how work processes can be simplified to improve efficiency, and exploring how to use information, communications and technology to improve services and reduce staff workload. The latter is responsible for the formulation of measures to address high staff turnover and job vacancy rates to ensure the Society has sufficient and stable manpower to fulfill service needs.
Two Council Retreats were held last year to brainstorm and discuss the Society’s strategic plan for the next three years from 2022 to 2025. The Council Members and the Management Team actively discussed the SWOT Analysis and strategic directions of the Society, which aimed at realising its vision and mission. The four directions of the annual strategic plan are: Advance Social Inclusion, Enhance Mind–Body Wellness, Materialise Quality Family Life, Advocate Appropriate Rehabilitation Service and Support Service Developments in various parts of Mainland China. In addition, ten strategic items will be implemented in due course.

In the past year, the Society held a number of staff sharing sessions, staff consultation sessions and focus group meetings so that staff members could have in-depth dialogues with the Chief Executive Officer and senior management directors, and voice their views to help the Society review and improve its work. During the pandemic, our staff were physically and mentally exhausted due to a substantial increase in their workload. To give them emotional support and help to reduce the pressure they faced, the Society held an online sharing session entitled “Grateful to be with You” in early March. The purpose was to cheer our staff on in their fight against the pandemic and listen to them as they shared their experiences in dealing with the pandemic. The Social Welfare Department’s pandemic prevention policies and the relevant measures of the Society were also communicated in that session. The Society is committed to taking good care of its staff’s mental wellness and for that reason, the Employee Assistance Programme has been launched to support staff and their family members through a dedicated hotline.

In September 2021, the Jockey Club C. Care Programme was launched for a period of three years. A service unit was established in Sham Shui Po, targeting school leavers of special schools in Kowloon and the New Territories. The goal was to support those school leavers and adolescents with special needs, improve mental well-being of their family members, promote mutual help and self-support among our members, and restore or maintain family functions.
推動社會共融 先由生活開始
Social Inclusion Begins with Daily Living

這社會致力推動社會共融，協助復康人士的
互相接觸及溝通。其中“顧家房
屋”計劃是香港首個推動協力一家的共
融房屋計劃，為復康人士及其親友
提供獨立的租金及住屋環境，提升他們
的生活素質。截至2021年底，有超過七成
的房間已經出租。計劃包括長期進行不同的
共融活動，居民普遍都感受到住屋後的正
向變化。

The Society is committed to promoting social inclusion, and enhancing mutual understanding and communication between persons with and without disabilities. The "Joyful Place Inclusive Housing Pilot Project" is the first inclusive housing project in Hong Kong which promotes the integration of families with persons with disabilities into society. It provides single persons with disabilities and persons without disabilities with housing and a living environment at a reasonable rent, improving their quality of life. By the end of March 2022, more than 70% of the rooms have been rented out. Numerous inclusive events have been organised on a regular basis. Feedback from residents has generally been very positive.

參與共融藝術 發揮創作潛能
Participation in Inclusive Art Unleashes Creative Potential

本會合約透過藝術活動，積極推行社區共
融，為服務使用者提供參與藝術創作的機
會，透過專職藝術教育，加強服務使用者
的能力和興趣，讓服務使用者體驗不同文
化，釋放他們的潛能，透過定期舉辦
的共融藝術展覽和才藝培訓活動，服務
者及社會人士共同參與其中，從
而促進社會共融。本會於2016年舉辦創
辦了多項展覽活動，包括「展會X
小鎮聖誕節貿易展」、「香港聖誕
藝術節」、「香港聖誕節藝術節」、「香港
聖誕節才藝展示」、「香港聖誕
節藝術節」，讓有障礙人士及藝術家
共同參與，以及「視藝世界」展
館藝術家展覽及分享會，透過共
融藝術活動讓大眾可以了解
到殘疾人士的藝術才能。

The Society proactively promotes social inclusion through art activities, providing service users with opportunities to participate in creative art. The art instructors lead the service users to experience different forms of art based on their interests and abilities. The aim is to unleash their potential and develop their artistic talent. Our service users have participated jointly with members of the community in promoting artistic inclusion through regular activities, including inclusive art exhibitions and talent competitions. During the past year, the Society organised/co-organised a number of inclusive art events, including the "PENGUIN PILAR and the Sky of Hope – A Collection of Poems" by Michelle Lim Alcock: Book Launch cum Exhibition with the Hong Kong Arts Centre. The collection of poems featured a total of 50 illustrations drawn by disabled artists of our Society. The "Flower World" Exhibition and Sharing Session of Artists with Disabilities, where the public could learn more about the artistic talent of persons with disabilities, was also organised.

同行說故事 建立真友誼
Building Friendships Through Stories

一直以來，「香港最佳老友」節目都在不同
的層面，包括學校、大中學、小學、
以及商業機構和團體，推廣社會共融，由
個人獨處的一對一對話交流，合拍對超過
三千對合拍。在2021年，「香港最佳
老友」舉行了第三次相關故事演講比賽。

徑及事前準備比賽，比賽以展出形式舉行，
得獎者、老時、親和及老友熱情支持，
發揮創意，利用電話科技拍攝出精彩故事
演講片段，參加者提交影片參賽，在「
香港最佳老友」臉書發佈，透過公開
網上投票方式，讓網民可以在粉絲專頁選
出「最受網民最愛獎」，增加互動的同
時，亦可透過網上平台分享佳作，

The "BEST BUDDIES HONG KONG" Movement has been promoting social inclusion on different levels, including at special schools, universities, secondary schools and corporations. It co-organises one-to-one friendship pairing and has matched more than 300 pairs of buddies to data. In mid–2021, the 6th Story-Telling Competition was held. Given the severity of the pandemic, the competition was held online. The Society was grateful that the principals, teachers, parents and buddies continued rendering their support enthusiastically. The competition leveraged technology and saw brilliant submissions of creative story video clips which were published in the "BEST BUDDIES HONG KONG" Facebook page. Through open online voting, netizens could vote for the "Facebook Netzona's Favourite Award". This made it possible to spread the message of social inclusion while increasing engagement.
推動社會發展 增加就業機會
Promoting Development of Social Enterprises and Increasing Employment Opportunities

在第五波疫情下，社交距離措施大幅收緊，位於紅磡萬有街的「康維小食」的收入在2022年初顯著地受到影響。為應對艱難的營商環境，「康維小食」在疫情期間為社區提供膳食支援服務，而位於海防博物館的「喵咖啡館」的裝修工程亦已展開，「康融服務有限公司」在「伙食自強」社區改造計劃框架下擴充現有的GERMAGIC塗層消毒及殺菌服務，並於2021年9月在實驗消毒防護用品專門店「康維CARE」，為市民提供質優實惠的防疫消毒服務及防護用品之餘，更能為殘疾人士及訓練社群創造至少十多個就業機會。

雖然疫情持續爆發，但因應當中本會仍然收到很多善長捐款贈款及實物款與本會同心協力、共同抗疫。

持續發展 慶應環保
Supporting Sustainable Development and Environmental Protection

托運會一直支持可持續發展的目標，積極推行環保建築的職任，本會設有環保政策及指引，與各員工共同實踐綠色生活，為加強環保工作的成效和普及，會方於2021年4月成立環保工作小組，積極推動環保政策－－制定和執行政策計劃、環保小組的工作包括舉辦環保活動及協助單位執行環保措施，為確保環保意識，本會的刊物《環保資訊》已於2021年9月復刊，令各環保階層得以順利推行，有賴各單位同心協力。

彼扶持 携手抗疫
Joining Hands to Fight Pandemic

本港第五波疫情的蔓延速度加快，本會多間機構均會及時採取措施，管理層推出多元措施，包括在影響服務運作的情況下，安排合適的員工居家工作。並有義工服務者於服務單位實施緊急應變措施，推行「留家自顧支援照顧計劃」，為服務單位的員工及其家人提供情緒支援服務，積極推行「醫康同行」精神支援服務，外聘醫療診治支援服務；提供支援院校對有需要的個案進行醫療診治，持續參與香港社會服務聯會的「健康專業學士學位任教工作計劃」，超過十位護理學士、職業治療及物理治療系畢業生獲委任到各服務單位工作，紓緩護理及訓練上的壓力。

Owing to the rapid spread of the fifth wave of the pandemic in Hong Kong, many service users at our residences were infected. The management introduced a number of measures to prevent the spread of the pandemic, including making arrangement for staff to work from home without affecting service operations, setting up crisis response teams at service units with infected cases, implementing the “Voluntary Family Support Care Scheme”, establishing the “Epidemic Companion” emotional support hotline to provide emotional support to staff and their families, outsourcing medical consultation support services and so on. To support the rehabilitation training of recovered service users, the Society participated in the student worker project coordinated by The Hong Kong Council of Social Service, through which more than 50 prospective Physiotherapy and Occupational Therapy graduates have been assigned to work in our various residential service units to alleviate the pressure on nursing and training resources.
Owing to social events and then the pandemic, the Flag Day fundraising had been suspended for two years. It could finally be held again in November 2021, raising a total of more than HK$1 million for the Society’s non-subvented services. More than 3,000 volunteers and staff assisted in the sale of flags, covering Hong Kong island, Kowloon and the New Territories.

The development of the Society’s portal system has been in full swing. The new system makes it easier for staff to log in with their own email accounts through the cloud system to access the latest information and policies of the Society, download various forms, share documents and participate in online training programmes. The portal is also integrated with an accident and incident management system which allows incidents, near misses and unsafe conditions at service units to be reported effectively. The system also helps to facilitate investigations and follow-up actions by the respective staff, ensure a smoother process for taking corrective and preventive actions, and monitor statistics and trends for the identification of possible interventions and prevention programmes. It has helped to reduce the occurrence of accidents and incidents, and improved the quality of services rendered.

With funding from the Social Welfare Department, Case Management System 2.0 is expected to be completed this year. The system, which the Society started developing in 2018, includes case management, nursing and professional modules. Combined with statistical and analytical data, and the application of Internet of Things Vital Signs Devices, the real-time data about service users’ vital signs is synced to the system, reducing the effort in data entry and freeing up more time for nursing staff to see to other priorities such as providing and promoting holistic care to service users.

Even if the pandemic has impacted our 45th anniversary celebration schedule, we are glad to be able to present our new milestones and share them with all of our stakeholders.
機構管治架構
Corporate Governance Structure

良好的機構管治是提供優質服務的基礎。扶康會遵從《公司條例》（第32章），致力加強機構的透明度，以達到高水平的機構管治，並建立清晰及全面的管治架構，致力提升管理效益。右圖概述本會的機構管治架構及主要服務的管理要點。

Good corporate governance is the foundation for the provision of quality service. In compliance with Companies Ordinance (Cap. 622), Fu Hong Society is committed to high levels of corporate transparency and high standards of corporate governance in order to enhance management efficiency through establishing a clear and comprehensive governance structure. Key features of the Society’s corporate governance structure and the management of major services are outlined on the right.

備註 Notes:
1. 體育及康樂事務委員會設有四個區域小組委員會。
Services Monitoring Committee also oversees four Regional Sub-Committees.
2. 有關公眾必須遵守有關條例。本報告書載有有關事項的相關資料。
Related companies are ‘Hong Yung Services Limited’ and ‘Agape Society Limited’, their Council members must be the Council members of Fu Hong Society / Spiritual Adviser and they all serve without any remuneration.

採用（1）務實的預算程序及按需分配資源，一旦實業省提供多元康復服務，機構為職員及其家人的需要設置資助。同時，本會亦有好的撥款由社會福利署審覈。
Since 1971, Fu Hong Society, a company limited by guarantee, has become to provide multifaceted services for addressing the needs of persons with disabilities and their families. The majority of services are now funded by Social Welfare Department. Service details are as shown on pages 84 to 102 of the Report.

The Family Care Home Services is one of the Society’s self-financed projects and is now partially funded by the Community Project Grant of the Hong Kong Jockey Club Charities Trust.
区域小組委員會委員

（截至 As of 31/7/2022）

梁帶笑女士
Mrs. LEUNG Kwok Sok Yin
代表成員訓練中心家長代表
Parent Representative of RCYLATC

林損麗女士
Mrs. LUK Ah Fong
義務委員
Volunteer Member

張錦華女士
Mrs. CHEUNG Lee Suet Ying
代表成員訓練中心家長代表
Parent Representative of RCYLATC

林麗琪女士
Mrs. LAW Lai Kuen
義務成員訓練中心家長代表
Parent Representative of RCMATC

羅鴻家女士
Mrs. LAW Chak Yuen
義務代表
Volunteer Representative of RCMATC

顧燕麗女士
Ms. CHEUNG Shuk Yin
義務代表
Volunteer Representative of RCMATC

何英基先生
Mr. HU Wing Fat Stanley
義務代表
Volunteer Representative of RCYHK

袁簡基先生
Mr. YUEN Tak Ki
義務代表
Volunteer Representative of RCYHK

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Mrs. CHAN Sing Ho Winner
義務代表
Volunteer Representative of RCMATC

陳燕英女士
Ms. CHAN Ying Yee
義務代表
Volunteer Representative of RCYHK

李錦儀女士
MRS. LEE Kar Wing Yee
義務代表
Volunteer Representative of RCYHK

曾健昌先生
Mr. CHAN Nang Ping
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Volunteer Representative of RCMATC

郭麗麗女士
Ms. FONG Han Tracy
義務代表
Volunteer Representative of RCMATC

王陳翠英女士
Mrs. WONG CHEN Chi Ying
義務代表
Volunteer Representative of CHW

阮林菊女士
Mrs. YUEN Lam King Na
義務代表
Volunteer Representative of CHW

湯浩元女士
Ms. FUNG KYuk Kuen
義務代表
Volunteer Representative of SLATC

區桂儀女士
Ms. AU Mei Ling
義務代表
Volunteer Representative of HWAC

石少麗女士
Ms. SZEK Siu Lin
義務代表
Volunteer Representative of HWAC

李智傑先生
Mr. LEE Cho Ming
義務代表
Volunteer Representative of HWAC

黃以萍女士
Ms. CHEUNG Chor Chu
義務代表
Volunteer Representative of HWAC

張敏華女士
Mrs. CHEUNG CHOW Wai Fong
義務代表
Volunteer Representative of HWAC

王文才先生
Mr. WONG Kwok Choi
義務代表
Volunteer Representative of HWAC

伍偉源先生
Mr. NG Kam Yuan
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葉麗華女士
Ms. YP Lai Wan
義務代表
Volunteer Representative of HWAC

王翠醫女士
Ms. WONG Ngan Na
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Ms. WONG Wai Wan
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Volunteer Representative of HWAC

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Ms. NG Shig Man
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郭美儀女士
Ms. TSANG Yuen Wah
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Volunteer Representative of HWAC

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Volunteer Representative of CHW

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郭雅麗女士
Ms. MOK CHUI Kit Ling
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石錦瓊女士
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陳秀丽女士
Ms. CHAN Sau Lan
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湯梅春女士
Ms. THONG Jung Tjun
義務代表
Volunteer Representative of TMBGC

李鄭卿女士
Ms. LEE TANG Chau Mui
義務代表
Volunteer Representative of TMBGC

譚鳳儀女士
Ms. TAM YAU Shu Lai
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王駿輝先生
Mr. WONG Kun Tat
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Volunteer Representative of TMBGC

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Volunteer Representative of TMBGC

胡敏玲女士
Ms. WU Kit Ling
義務代表
Volunteer Representative of TMBGC

魏婉玲女士
Ms. NGAN Yuen Yee
義務代表
Volunteer Representative of TMBGC
The Society complies with the ‘Hong Kong Company Ordinances’ and the “Best Practices Manual” of the Social Welfare Department (SWD) to maintain high standards of corporate governance and accountability to stakeholders. Here is a summary of the corporate governance practices of the Society in 2021/22.

Role
The Council has overall, ultimate responsibility in governing the businesses of the Society in accordance with the Articles of Association.

Council Members
The Council has 20 members from various professional backgrounds. This diversity is deliberate, so as to avail the Society various kinds of expertise necessary to govern the multiple activities of the Society in a fair, objective and balanced manner.

Terms of Appointment
Members of the Society serve on a voluntary basis. Through Annual General Meetings of the Society, the Members delegate their authority to govern the Society to a Council which is essentially a board of directors. The Council answers to the President and Vice President(s), who are also elected at the Society’s Annual General Meetings, and are tasked to support the Council in leading Senior Management to achieve the Society’s vision, mission and objectives.

To strengthen corporate governance, the Council’s substructure was optimised in 2017. Under the new structure, the Society has eight committees and five advisory panels supporting the work of the Council. Members of these Committees and Advisory Panels, except those of the Audit Committee, were appointed by the Council. The Committees and Advisory Panels report to the Council, and oversee various operations and functions, dealing with different proposals and issues from their professional perspectives. To maintain independence, the Audit Committee reports to the President directly. To further enhance corporate governance, the Society reviewed and updated the Corporate Governance Manual this year. The updates included the number of members, and key roles and responsibilities of the Committees and Advisory Panels. Amendments were also made to the eligibility requirements for Committee and Advisory Panel members joining the Council. The overall average attendance rate at the Committee and Advisory Panel meetings in 2021/22 was over 75% (as at 30 June 2022).

The Society continued to deliver high standards of conduct and best practices at all levels. In addition to complying with the relevant legal obligations including the “Companies Ordinance”, “Best Practice Manual” and “Lump Sum Grant Manual of the SWD”, the Council, management and staff diligently adhered to the various Policies and Guidelines that spelt out the protocol, rules and procedures covering conflicts of interest and safeguards for confidentiality. These Policies and Guidelines, and the related protocols, rules and procedures are also constantly reviewed in view of changing circumstances.
內部監控 Internal Controls

本會的內部監控檢查工作建立於兩年前，由獨立的內部審計委員會負責，直接向審計委員會報告，並就本會內部監控系統之效能進行年度審查。過去一年，內部審計部門已採用新的審計計劃，為保險業務及社會企業業務進行內部審查。在作出改善建議的同時，有關審核結果確

實使本會及社會企業業務公司獲益良多。審計部門會定期提交報告，及時報告審計結果。

The Internal Auditor has been responsible for the independent review of internal controls and reports to the Audit Committee directly starting from two years ago. In 2021/22, internal audits were conducted to review our insurance processes and social enterprises in accordance with the approved audit plan. For insurance business and social enterprise businesses, the internal audit department has implemented a new audit plan. When making improvement suggestions, the audit results have actually benefited the company and the social enterprise businesses. The audit department will submit reports regularly to timely report the audit results.

外部評估 Reviews by External Parties

每兩年會就服務單位進行定期評估及突擊檢查，以及進行兩年至三年一次的財務審計。在2021/22年度，本會的外部監察員於2020年9月進行上訴評估及突撻採訪，提出意見，並於2021年大會年會的報告中指出本會財務審計報告的表現，及對本會及社會企業業務公司之業務之評價。審計委員會委員會報告，並在報告中對審計委員會報告的改善作出建議。

The SWD conducts regular reviews and unannounced visits to selected service units annually. The SWD also conducts accounting inspection once every two to three years. In 2021/22, the SWD visited our Lai Yiu Adult Training Centre, and was very satisfied with the SWD’s performance. For the fiscal year 2021/22, the SWD appointed an external auditor of the SWD and its related companies in this fiscal year at the Annual General Meeting.

風險管理 Risk Management

有效的風險管理是會方達成策略目標的

必要元素，本會於2008年建立了風險

管理框架，以助於會方識別、評估及應

對風險可能影響本會實現其戰略目標之風

險，並於2013年進行檢

查，確認管理人員

及服務單位的風險管理意識均有所提高。

在風險管理框架下，風險管理分類

為策略、營運、市場、財務及科技、行政、社會責任等

九個不同方面，以便進一

步評估及管理。

策略風險評估過程亦會評估風險階

級別風險管理及工作，由不同職級的管

理人員負責執行。

隨著新州長及社會政策環境的演變，會

方將更積極風險項目進行整體管理，以

進一步評估及管理，而本會的風險管理

框架並於2013年進行審

查，確認管理人員

及服務單位的風險管理

意識均有所提高。

Under a well-structured risk management framework, areas of risk are grouped into strategic, operational, compliance, customer service, financial, technology, administrative, and social service categories for further evaluation and management. Management staff at various ranks are assigned to take responsibility for each area.

間質性及透明度 Accountability and Transparency

本會設有明確的審批機制。有權於機

構業務及宗旨，董事局監督本會的整體表

現，以參考意見，使

和本會業務。高級管理層代表董事局負責

管理業務和方向，以及執行董事局

批准的政策和項目。經過多年的經驗，

在執行業務時，會方會確保意見和責任均

得到尊重，並協調各部門充分理解及項目。

The Society has clear delegation of authority which facilitates the conduct of its business and operations. The Council oversees the Society’s overall performance, strategic directions and developments in pursuit of its vision, mission and objectives. Senior Management, on behalf of the Council, administers services and supervises operations to implement strategies and projects approved by the Council. Throughout the years, the roles, responsibilities and delegation of powers among the Council, Committees, Advisory Panels and Management Staff have been well-defined and communicated.

The Society is open and transparent in disseminating information. The Society’s operations and performance, corporate partnership and volunteer activities are regularly updated on our official website, and in newsletters and annual reports. Complaints are handled promptly by the relevant managerial staff, as well as Council and Committee members, with proper and thorough investigations conducted. Remedial actions are taken when necessary.
最新新闻和发展动态的 Society 的网站，泰国的《福港邮政报》，我们的一年一度的报告，以及其他出版物。这有助于推动和了解香港政府总体了解的社会服务发展和成就。网站还设计用于网页可访问性，以促进无障碍和包容性社会的创建。

在学会中，我们收集了来自多个国家的学会会员、组织、委员会和委员会代表以及学术界成员，包括科学、工程、技术和教育领域的人士，以达到全球性目标。我们通过各种方式，包括面对面会议和远程视频会议（TeamZoom），并邀请在行业内有影响力的人士参加，以支持全球社会的健康和福祉。

企业管治交流
Corporate Governance Exchange


策略计划
Strategic Plan

该学会在2019-2025年度会期期间，推出了其新的三年期（2022-2025）战略计划，该计划包括了四个主要目标：

1. **提升服务**：提升服务的效率和效果，包括实施新项目和改进现有项目。
2. **扩大影响力**：扩大组织的影响力，建立更多的合作伙伴关系。
3. **提高资源**：提高资源的使用效率，包括举办更多的活动来提高组织的知名度。
4. **加强研究**：加强研究，包括实施新的项目来提高组织的知名度。