

2

機構管治

Corporate Governance

董事局主席報告 Council Chairman's Report



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四十五年默耕耘 誠心竭力助展能
扶康會一如以往，積極貫徹「以求為導、以愛同行」的服務精神，以殘疾人士的福祉為依歸，為他們提供多元化的服務，致力倡導社會共融，促進各界共同構建一個關愛共融的社會。在殘疾人士發展的道路上與各持份者攜手同心，實踐本會的使命和願景，讓服務使用者全面發展潛能，在家庭和社會獲得應有的生活質素，融入社會，成為社會的一份子。

適逢本會今年踏入四十五周年，正是值得紀念的一個里程碑。我們在欣喜之餘，同時亦面對疫情的衝擊，會內的上上下下都備受考驗。然而，我們並不會因此退縮，反之會視為一個契機。在這個新常态下，我們努力以各種新的模式，突破固有思維，以創新的點子提供適切的服務以滿足服務使用者的需要。

Forty-Five Years of Tireless 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.

掌握脈搏 優化機構管治

Feeling the Pulse and Improving Governance

本會恪守既定的政策及守則，以確保負責人在運作過程中遵循有關法例，亦遵守相關的法規，包括《公司條例》、社會福利署的《最佳執行指引》、《整筆撥款手冊》、《獎券基金手冊》，和各津貼及服務協議等，並致力於各個層面均秉持嚴謹的操守和最佳的執行守則。本會定時對內部有關的政策、指引以及守則進行審視。本會於年度內檢視並修訂了保障服務使用者私隱的執行政程，確保服務使用者的私隱得到完善的保障；以及更新有關投訴處理的執行指引，確保處理過程公開透明。

The Society strictly abides by the established policies and codes to ensure that the responsible personnel complies with the relevant laws in its operations. These include the Companies Ordinance, Best Practice Manual, Lump Sum Grant Manual and Lotteries Fund Manual published by the Social Welfare Department, as well as various agreements on allowances and services. We have continued to adhere to high standards of conduct and best practices at all levels. The Society also reviews its internal policies, guidelines and codes of practice on a regular basis. Over the past year, we have reviewed and revised the operational guidelines on privacy to further ensure that the privacy of service users is well safeguarded. We have also updated the guidelines on the handling of complaints to ensure that the relevant process is open and transparent.

守法循規 執行內部審計

Performing Internal Audit to Comply with Laws and Regulations

為強化機構管治，內部審計經理定期對機構的風險管理及內部監控系統作出獨立分析及評估。保險流程內部審計報告已於2022年初提交行政部和審核委員會成員，作為改善建議。而「康融服務有限公司」的審計工作已於2022年2月下旬完成，同期亦進行有關籌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.

未雨綢繆 增強風險管理

Taking Precautions to Enhance Risk Management Controls

智障人士因為老齡化而產生的各種健康問題，直接影響生活質素。為了應付這個挑戰，本會採取各種創新措施，並額外分配資源以強化為高齡服務使用者而設的相關服務，減低潛在風險。為進一步加強風險管理，本年度於機構風險管理登記冊添加了兩個新風險項目，分別是2019冠狀病毒病感染導致服務使用者健康受威脅，及機構職員被其他人士向社署或傳媒投訴虐待和/或懷疑虐待；或/及侵犯服務使用者。透過加強並改善現有監控措施、制定應變計劃、分享最佳實務等，盡力把風險降至最低。

Age-related health problems of persons with disabilities affect their quality of life. To address that, the Society has adopted various innovative measures and allocated additional resources to strengthen the relevant services for senior service users to prevent or minimise potential risks. To further strengthen risk management controls, two new risk items have been added to the Corporate Risk Register this year, namely COVID-19 threats to the health of service users, and complaints of abuse or suspected abuse of service users by staff that are filed at the Social Welfare Department or reported in the media. The Society strives to minimise risks by strengthening and improving existing controls, developing contingency plans and sharing best practices, among other measures.

檢討流程及人手 應對未來挑戰

Reviewing Operational Processes and Manpower Needs to Meet Future Challenges

為紓緩前線人手短缺、挽留人才及改善工作環境，本會採取不同措施靈活應對，包括增加員工推薦獎勵金、發放津貼予面對招聘困難的前線職級及檢討有關前線員工的職責和人手，並於兩間展能中心暨嚴重智障人士宿舍推行試驗計劃。在中長線計劃方面，本會於2021/22年度成立了兩個專責小組，分別是「更新服務流程專責小組」及「員工招聘與挽留專責小組」。「更新服務流程專責小組」負責檢討現行服務，研究更新服務流程，將工作流程精簡化，以提高工作的效率，以及探討如何利用信息、通訊和科技改善服務，減輕員工工作量；「員工招聘與挽留專責小組」針對偏高的員工流失率及職位空缺率問題，制定有關應對措施，以確保機構有足夠及穩定的人手，滿足服務需要。

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 Service 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 fulfil service needs.

訂定新策略 緊貼服務需要

Formulating New Strategies to Keep Up with Service Needs

為集思廣益，以探討未來三年（2022–2025）本會的策略計劃，管理團隊於去年舉行了兩場董事局退修會。董事局和管理團隊均非常投入地討論本會的「強弱機危分析」和策略方向，致力有效實踐本會的使命和願景。年度策略計劃的四個方向是深化社會共融、提升身心靈健康、推展具質素的家庭生活，以及倡議適切的康復服務和支援國內服務發展，而其下十個策略項目將會按時推行。

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. 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.

分享心聲 人人有份

Share Your Voice - Everyone Has a Say

過去一年，本會共舉辦了多次員工分享大會、職員事務諮詢會議和聚焦小組會議，讓不同職級的員工可直接與總幹事及高級管理層深入對話，提出意見，以助本會作出檢討及改善。在疫情期間，同工面對暴增的工作量，身心勞累，為疏導同工情緒及協助減輕工作壓力，本會在3月初舉辦了「感恩有您同行」線上分享會，目的就是為抗疫中的員工打氣、聆聽及交流員工應對疫情的經驗，和講解社會福利署及本會的相關防疫政策。另外，本會向來注重員工身心健康，透過「僱員支援計劃」，當員工及其直系家屬在工作、家庭、社交及個人生活上有壓力時，可致電熱線尋求適當支援。

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 directly, 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.

善用科技 與時並進

Leveraging Technology to Keep Up with Times

在科技日新月異的大趨勢下，加上疫情的影響，實在需要利用科技改善服務使用者的生活質素，同時減輕護理同工及照顧者的負擔和壓力。本會服務單位利用社會福利署設立的樂齡及康復創科應用基金購置、租借或試用各種創科產品，透過此計劃，有效降低服務使用者的各種風險，亦促進服務使用者康復進度。本會於年度內已經完成了第六輪的基金申請，各服務使用者均見受益。

Given the trend of fast-changing technology and the impact of the pandemic, it is necessary to use technology to improve the service users' quality of life while reducing the burden and pressure on nursing staff and caregivers. By tapping into the Innovation and Technology Fund for Application in Elderly and Rehabilitation Care set up by the Social Welfare Department, our service units managed to procure, rent or trial technological products to achieve the above purpose. We were also able to reduce various risks to service users and see better progress in their rehabilitation. During the year, the Society completed its sixth round of funding applications. We believe this funding will continue to be of great benefit to our service users.

深化家庭支援 促進精神健康

Strengthening Family Well-Being and Promoting Mental Wellness

2021年9月起本會已經開展了為期三年的賽馬會「樂在照顧」計劃，於深水埗區建立會址，以九龍及新界區特殊學校的離校生為服務對象，目標是支持有特殊需要的離校生及青少年，改善家庭成員的精神健康，促進成員之間的互相幫助和自我支援能力，恢復及維護家庭功能。

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.

應用及檢討「國際功能、殘疾和健康分類」(ICF)

Application and Evaluation of 'International Classification of Functioning, Disability and Health' (ICF) Framework

自本會推展ICF以來，服務和流程會因應服務使用者的需要而適時作出調節，當中也有不少學習、經驗分享和反思的空間。本年度內推行了ICF研習交流會，旨在反思ICF的核心價值如何融入至個案管理和服務當中，協助同工在使用ICF框架後，應對在個案管理和服務資源分配上的整合與挑戰，一同探討，集思廣益，為服務作更好的規劃和準備。

Since the introduction of the ICF framework, services and processes have been adjusted in a timely manner to respond to our service users' needs. There is plenty of room for learning, experience sharing and reflection here. That was why we launched the ICF workshop this year, with the hope of reflecting on how the core values of the ICF framework should be integrated into the case management process and services, and how we could help colleagues cope with ICF-related integration and challenges in case management and service resource allocation. Together, we explored, brainstormed, planned and prepared to deliver better service.

推動社會共融 先由生活開始

Social Inclusion Begins with Daily Living

本會致力推動社會共融，加強傷健人士的互相認識及溝通，其中「樂誼居」共融房屋先導計劃是全港首個推動傷健一家的共融房屋計劃，為單身殘疾人士及一般人士提供合理的租金及居住環境，提升他們的生活質素。截至2021年底，有超過七成的房間已經租出。計劃包括定期舉行不同的共融活動，居民普遍都感受到入住後的正向變化。

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

本會亦透過藝術活動，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。透過專職藝術導師，因應服務使用者的能力和興趣，讓服務使用者體驗不同藝術媒介，釋放他們的潛能。通過定期舉辦的共融藝術展覽和才藝造星比賽等活動，社區人士與服務使用者共同參與其中，從而促進社會共融。本會於年度內舉辦或合辦了多項展能藝術活動，包括「扶康會 x 小龍馬聖誕慈善日」、連同香港藝術中心合辦的「企鵝皮拉爾與希望的天空 區文詩詩集」新書發佈會，詩集中共有三十幅插畫是由本會殘疾人士藝術家所繪畫，以及「《花花世界》展能藝術家畫展暨分享會」，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 or co-organised a number of inclusive art events, including the 'FHS x Drago Cavallo Christmas Charity Day'. It also co-organised the 'Penguin Pilar and the Sky of Hope – A Collection of Poems by Michelle Ling Allcock: Book Launch cum Exhibition' with the Hong Kong Arts Centre. The collection of poems featured a total of 30 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」運動都在不同的層面，包括特殊學校、大、中、小學，以及商業機構和團體，推動社會共融，由個人層面的一對一配對友誼，合共配對超過三百對老友。在2021年中，「香港最佳老友」舉辦了第六屆共融故事演繹比賽，受到疫情的影響，比賽以網上形式舉行，幸得校長、老師、家長和老友熱烈支持，發揮創意，利用資訊科技拍攝出精彩的故事演繹片段。參賽者遞交影片參賽，並在「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「臉書網民最喜愛獎」，增加互動的同時，亦可透過互聯網推廣共融的信息。

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 date. 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 Netizens' Favourite Award'. This made it possible to spread the message of social inclusion while increasing engagement.

推動社企發展 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，位於紅磡高山劇場的「康姨小廚」的收入在2022年初無可避免地受到影響。為應對艱難的營商環境，「康姨小廚」在疫情中為院舍提供膳食支援服務。而位於海防博物館的「康姨咖啡室」的裝修工程亦已展開。「康融服務有限公司」在「伙伴倡自強」社區協作計劃撥款下擴充現有的GERMAGIC塗層消毒及滅蟲服務外，並於2021年9月份開設了實體消毒防護用品專門店「康姨CARE」，為市民提供質優實惠的防疫消毒服務及保護用品之餘，更能為殘疾人士及弱勢社群創造至少十多個就業職位。

During the fifth wave of the pandemic, social distancing measures were significantly tightened. The income of Madam Hong Restaurant located at Ko Shan Theatre in Hung Hom was inevitably affected in early 2022. To cope with the challenging business environment, Madam Hong Restaurant started providing dietary support services to care homes during the pandemic. Meanwhile, renovation works at Madam Hong Cafe located at the Museum of Coastal Defence were also commenced. Hong Yung Services Limited also expanded its existing GERMAGIC coating disinfection and pest control services with funding support from 'The Enhancing Self-Reliance Through District Partnership Programme', and started a physical store called 'Madam Hong Care' which sells anti-epidemic and disinfection products in 2021. In addition to providing high-quality and affordable anti-epidemic disinfection services and protective supplies to the public, it also created at least ten job openings for the disabled and disadvantaged groups.

彼此扶持 攜手抗疫

Joining Hands to Fight Pandemic

本港第五波疫情的蔓延速度之快使本會多間院舍均有舍友受到感染，管理層推出多項措施，阻止疫情擴散，包括在不影響服務運作的前提下，安排合適的員工居家工作，在有確診服務使用者的服務單位實施緊急應變措施，推行「家屬自願支援照顧計劃」，為服務單位的員工及其家屬提供情緒支援設立「疫境同行」情緒支援熱線，外購醫療診症支援服務，提供支援院舍應對舍友確診後的康復訓練，持續參與香港社會服務聯會的「健康專業專上學生院舍工作計劃」，超過五十位護理學生、職業治療及物理治療系準畢業生獲委派到各服務單位工作，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.

雖然疫情持續爆發，但在困境當中本會仍然收到很多善長慷慨捐贈善款及實物，與本會同心協力、共同抗疫。

Although the pandemic has remained unabated, the Society has continued to receive generous donations and gifts in kind from a large number of benefactors during the difficult times, and worked together with the community to fight against the pandemic.

持續發展 響應環保

Supporting Sustainable Development and Environmental Protection

扶康會一直支持可持續發展的目標，積極履行保護環境的責任。本會設有環保政策和指引，與各員工共同實踐綠色生活。為加強環保工作在單位的實踐和推廣，會方在2021年4月成立了環保工作小組，檢視相關政策、指引和制訂工作計劃。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。為提高環保意識，本會的刊物〈環保通訊〉已經於2021年9月面世，令各環保措施得以順利推行，有賴各單位同心協力。

The Society always supports sustainable development and actively fulfils its responsibility in protecting the environment. The Society has crafted environmental protection policies and guidelines, and works with all staff to practise green living. In order to reinforce the practice and promotion of environmental protection at our various units, the Society formed an environmental protection working group in April 2021 to review the relevant policies and guidelines, and formulate work plans. The work of the environmental protection team includes organising environmental protection activities and assisting units in implementing environmental protection measures. In order to raise awareness of environmental protection, the <Environmental Protection Newsletter> has been published since September 2021. Thanks to the whole-hearted support from our service units, all environmental protection measures are implemented smoothly.

邁步向前走 見證新里程

A Step Forward to New Milestones

受到疫情及社會事件影響，停辦了兩年的賣旗籌款活動在2021年11月終於能夠再度舉行，為本會非資助的殘疾人士服務籌募經費，合共籌得百多萬港元善款。賣旗當日有超過三千多名義工及員工協助賣旗，遍佈港、九、新界，共融旗蹤處處。

本會內聯網的開發工作正如火如荼地進行。當系統全面實施後，同事更方便以雲端系統方式使用自己的電郵帳號登入，以獲取會方最新資訊、閱讀會方政策、下載表格、分享文件，和參與網上培訓課程等。網站亦將建設意外及事故管理系統，以便有效地報告服務單位內的事務、未遂事件和不安全狀況，有助相關工作人員的調查和跟進，實行糾正和預防措施，並監測統計數據和趨勢以制定干預和預防計劃，有助於減少意外和事故的發生，改善服務質素。

本會獲得社會福利署撥款資助，由2018年起開展的新個案管理系統預計於今年內完成，系統將涵蓋個案管理、護理和專業服務範疇。結合統計及分析數據、藍芽生命表徵量度儀器的應用，將服務使用者的實時生命體徵數據同步到系統，減省數據輸入的工序，讓護理人員騰出更多時間進行護理，促進對服務使用者的全方位照護。

今年本會踏入四十五周年，縱使受到第五波疫情影響慶祝活動進度，我們仍期望社會各界能一同見證本會服務進入新的里程。

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-subsidised 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.

總結

Conclusion

過去一年對扶康會來說，實在非常艱辛。面對嚴峻的「疫」境，眼見管理層及會內各員工都上下一心，堅守核心價值，迎難而上，展現出無比的魄力與堅毅，為殘疾人士及其家屬提供適切支援，精神實在可嘉。

我很榮幸能夠與會長、副會長、神師，以及董事局、委員會和顧問小組委員一同共事，並感謝他們在各專業領域上對本會的支持及無私的奉獻。同時，本人謹代表董事局感謝全體員工克盡己任，充分發揮協同效應及專業精神。

最後，本人謹代表扶康會衷心感謝香港特區政府和各部門、獎券基金、香港賽馬會慈善信託基金、捐助本會的團體和社區人士，以及所有義工，全賴各位的熱心支持及慷慨解囊，才能使到本會的服務與時並進，切合社會需要。本會將繼續堅定履行使命、實現願景，並與政府及社會各界同心協力，以殘疾人士的福祉為依歸，締造傷健共融的關愛社會。

The past two years have been a difficult period for Fu Hong Society. In view of the severe pandemic situation, the management and all staff have remained united while steadfastly adhering to the Society's core values. Together, we faced and overcame challenges, showing indomitable courage and unflinching perseverance. Unfailingly, we provided reliable support for persons with disabilities and their families.

I am deeply honoured to have the opportunity to work with our President, Vice Presidents, Spiritual Adviser, and members of the Council, Committees and Advisory Panels. I am grateful for their support and selfless dedication to the Society in their respective areas of expertise. At the same time, on behalf of the Council, I wish to express my appreciation to all our staff for making their utmost efforts to fulfil their duties, and actualise the value of synergy and professionalism.

Last but not the least, on behalf of the Society, I would like to extend our heartfelt gratitude to the Government of Hong Kong Special Administrative Region, all government departments, the Lotteries Fund, The Hong Kong Jockey Club Charities Trust, all donors, individuals and organisations, and all volunteers. Their unwavering support and generous donations have made it possible for the Society to ensure that its services stay highly relevant and meet the needs of the community. We will work determinedly to accomplish our mission and realise our vision. Together with the concerted efforts of the Government and the public, we will continue striving for the optimal well-being of persons with disabilities and further build a caring and inclusive society.

機構管治架構 Corporate Governance Structure

良好的機構管治是提供優質服務的重要基石。扶康會遵從《公司條例》(第622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:



扶康會委員會 Committees of Fu Hong Society



常設委員會 Standing Committees

- 審核委員會
Audit Committee
- 策劃及發展委員會
Committee on Planning and Development
- 財務及投資委員會
Finance & Investment Committee
- 人力資源委員會
Human Resources Committee
- 提名委員會
Nomination Committee
- 服務監察委員會¹
Services Monitoring Committee¹
- 建築拓展及維修委員會
Building Development & Maintenance Committee
- 招標委員會
Tender Board

顧問小組(非常設) Advisory Panels (non-standing)

- 「香港最佳老友」運動顧問小組
Advisory Panel on 'BEST BUDDIES HONG KONG' Movement
- 機構傳訊及資源發展顧問小組
Advisory Panel on Corporate Communications and Resources Development
- 社區精神健康服務顧問小組
Advisory Panel on Community Mental Health Services
- 資訊及通訊科技顧問小組
Advisory Panel on Information and Communication Technology
- 港外服務顧問小組
Advisory Panel on Services Outside Hong Kong

相關公司董事局² Councils of Related Companies²

多元化康復服務³ Multifaceted Rehabilitation Services³

- 住宿服務
Residential Services
- 日間訓練服務
Day Training Services
- 職業康復及發展服務
Vocational Rehabilitation and Development Services
- 社區精神健康服務
Community Mental Health Services
- 殘疾人士社區支援服務
Community Support Services for Persons with Disabilities
- 護理及專職醫療服務
Nursing and Allied Health Services
- 關愛家庭服務⁴
Family Care Home Services⁴
- 自閉症及發展障礙支援服務
Autism Spectrum Disorders and Developmental Disabilities Support Services
- 家庭支援服務
Family Support Services
- 社會企業
Social Enterprises
(透過康融服務有限公司管理)
(Managing through Hong Yung Services Limited)



備註 Notes:

1. 服務監察委員會亦監督四個區域小組委員會。
Services Monitoring Committee also oversees four Regional Sub-Committees.
2. 相關公司為「康融服務有限公司」及「友愛之家協會有限公司」，其董事局委員必須為扶康會董事局委員/神師，全屬非受薪董事。
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.

3. 扶康會於1978年註冊成為擔保有限公司，一直致力提供多元化康復服務，積極為殘疾人士及其家人的需要而努力。現時，本會大部分的服務均由社會福利署資助。服務詳情載於本年報第64至110頁。
Since 1978, Fu Hong Society, a company limited by guarantee, has begun 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 shown on pages 64 to 110 of this Report.
4. 關愛家庭服務是本會其中一項自負盈虧服務，現時獲香港賽馬會慈善信託基金贊助部分經費。
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.

機構管治成員

Corporate Governance Members

贊助人 Patron

香港特別行政區行政長官
李家超先生 大紫荊勳賢, SBS, PDSM, PMSM
Chief Executive of HKSAR
The Honourable
Mr. John KC LEE GBM, SBS, PDSM, PMSM

會長 President



葉恩明醫生 JP
Dr. IP Yan Ming JP

副會長 Vice President



王淦基醫生 JP
Dr. WONG Kam Kee Simon JP

副會長 Vice President



許宗盛先生 GBS, MH, JP
Mr. HUI Chung Shing
Herman GBS, MH, JP

主席 Chairman



林小玲女士 MH
Ms. LAM Siu Ling MH

副會長 Vice President



林余佩馨女士
Mrs. LAM YUE Pui Hing Eleanor

副會長 Vice President



蕭偉強先生 GBS, JP
Mr. SUI Wai Keung
Stephen GBS, JP

副主席 Vice Chairman



陳雪湄女士
Ms. CHAN Suet Mei Jane

義務秘書 Hon Secretary



錢國強先生
Mr. CHIEN Kwok Keung Kenny

義務司庫 Hon Treasurer



陳曉峰先生 MH, JP
Mr. CHAN Hiu Fung
Nicholas MH, JP

神師 Spiritual Adviser



方叔華神父 PIME, BBS
Fr. BONZI Giosuè Giovanni
PIME, BBS

董事局委員 Council Members



李百灝先生 MBE, JP
Mr. LI Pak Ho MBE, JP



林振敏先生 SBS, QFSM, CPM
Mr. LAM Chun Man Anthony
SBS, QFSM, CPM



陳紹沅先生
Mr. CHAN Siu Yuen Stephen



盧萬珍博士
Dr. LO Man Chun



陳達文先生
Mr. CHAN Tat Man



冼權鋒教授 MH
Prof. SIN Kuen Fung MH



李春霖先生
Mr. LEE Chun Lam



施家殷先生 MH
Mr. SZE Kyran MH



郭鍵勳博士 BBS, JP
Dr. KWOK Kin Fun BBS, JP



胡君仲先生
Mr. WU Kwan Chung



盧鴻業先生
Mr. LO Hung Yip



蔡惠琴女士 JP
Ms. CHOI Wai Kam JP



黃光磊先生
Mr. WONG Kwong Lui



徐慕菁醫生
Dr. CHUI Mo Ching Eileena



林柏榮神父 PIME
Fr. FAVATA Fabio PIME



簡聚坤醫生
Dr. KAN Chui Kwan

榮譽顧問 Hon Advisers

羅友聖先生 MH
Mr. SALAROLI Joseph MH

余柏銓先生
Mr. YU Pak Chuen Henry

榮譽法律顧問 Hon Legal Adviser

梁肇漢律師樓
Messrs. S H Leung & Co

核數師 Auditor

謝盧會計師事務所有限公司
Tse Lo CPA Ltd., Certified
Public Accountants

委員會及顧問小組委員

Committee and Advisory Panel Members

(截至 As at 31/7/2022)

	常設委員會 Standing Committees								顧問小組 (非常設) Advisory Panels (non-standing)					相關公司 Related Companies	
	AC	BD&MC	CPD	F&IC	HRC	NC	SMC	TB	BB HK	CR & D	CM HS	I&CT	SO HK	HYS	Agape
林小玲女士, MH Ms. LAM Siu Ling, MH															
陳雪涓女士 Ms. CHAN Suet Mei Jane															
錢國強先生 Mr. CHIEN Kwok Keung Kenny															
陳曉峰先生, MH, JP Mr. CHAN Hiu Fung Nicholas, MH, JP															
李百灝先生, MBE, JP Mr. LI Pak Ho, MBE, JP															
林振敏先生, SBS, QFSM, CPM Mr. LAM Chun Man Anthony, SBS, QFSM, CPM															
陳紹沅先生 Mr. CHAN Siu Yuen Stephen (直至Till 5/2022)															
盧萬珍博士 Dr. LO Man Chun															
陳達文先生 Mr. CHAN Tat Man															
冼權鋒教授, MH Prof. SIN Kuen Fung, MH															
李春霖先生 Mr. LEE Chun Lam															
施家殷先生, MH Mr. SZE Kyrán, MH															
郭鍵勳博士, BBS, JP Dr. KWOK Kin Fun, BBS, JP															
胡君仲先生 Mr. WU Kwan Chung															
盧鴻業先生 Mr. LO Hung Yip															
蔡惠琴女士, JP Ms. CHOI Wai Kam, JP															
黃光磊先生 Mr. WONG Kwong Lui															
徐慕菁醫生 Dr. CHUI Mo Ching Eileen															
林伯榮神父, PIME Fr. FAVATA Fabio, PIME															
簡聚坤醫生 Dr. KAN Chui Kwan															
方叔華神父, PIME, BBS Fr. BONZI Giosuè Giovanni, PIME, BBS															
吳文堅先生 Mr. NG Man Kin															
鄭建中先生 Mr. CHENG Kin Chung															
林伊利女士 Ms. LAM Yee Li Elaine															
馮子華先生 Mr. FUNG Tze Wa Andy															
劉志強博士 Dr. LAU Chi Keung															

董事局委員 Council Members

	常設委員會 Standing Committees								顧問小組 (非常設) Advisory Panels (non-standing)				
	AC	BD&MC	CPD	F&IC	HRC	NC	SMC	TB	BB HK	CR & D	CM HS	I&CT	SO HK
劉詩韻測量師, JP Sr. LAU Serena, JP													
鄧華耀先生 Mr. TANG Wah Yiu Keith													
王健安先生 Mr. WONG Kin On Leo													
莊硯琦博士 Dr. CHONG Yin Kei Doris													
李世昌先生 Mr. LI Sai Cheong Barry													
林國偉先生 Mr. LAM Kwok Wai Denny													
王明燦醫生 Dr. WONG Ming Cheuk Michael													
李燕瓊教授 Prof. LEE Yin King Linda													
陳靖逸先生 Mr. CHAN Ching Yat Roy													
王陳芝英女士 Mrs. WONG CHEN Chi Ying													
石楊小玲女士 Mrs. SHEK YEUNG Siu Ling													
吳錫汶女士 Ms. NG Shik Man													
梁郭淑燕女士 Mrs. LEUNG KWOK Sok Yin													
陳秀蘭女士 Ms. CHAN Sau Lan													
陸亞芳女士 Ms. LUK Ah Fong													
阮林瓊娜女士 Mrs. YUEN LAM King Na													
鄧婉華女士 Ms. TANG Yuen Wah													
陳芳女士 Ms. CHAN Fong Nui													
陳惠芳女士 Ms. CHAN Wai Fong Christina													
陳麗英女士 Ms. CHAN Lai Ying													
陸慧妍女士 Ms. LUK Wai Yin Becky													
陳淑芬女士 Ms. CHAN Suk Fan Anita													
顏俏歡女士 Ms. NGAN Chiu Foon Jeanie													
方志剛先生 Mr. FONG Chi Kong Derry													
陳煒國先生 Mr. CHAN Wai Kwok Kenneth													
楊全盛先生 Mr. YEUNG Chuen Shing Eric													

- 董事局主席
Council Chairman
- 委員會 / 顧問小組主席
Committee / Advisory Panel Chairman
- 委員會 / 顧問小組委員
Committee / Advisory Panel Member
- 董事局代表
Council Representative
- 神師
Spiritual Adviser
- 服務使用者家長 / 家屬
Parent / Family Member of Service User

- AC 審核委員會
Audit Committee
- BD&MC 建築拓展及
維修委員會
Building Development & Maintenance Committee
- CPD 策劃及發展委員會
Committee on Planning and Development
- F&IC 財務及投資委員會
Finance & Investment Committee
- HRC 人力資源委員會
Human Resources Committee
- NC 提名委員會
Nomination Committee
- SMC 服務監察委員會
Services Monitoring Committee
- TB 招標委員會
Tender Board

- BBHK 「香港最佳老友」
運動顧問小組
Advisory Panel on 'BEST BUDDIES HONG KONG' Movement
- CR&D 機構傳訊及資源
發展顧問小組
Advisory Panel on Corporate Communications and Resources Development
- CMHS 社區精神健康服務
顧問小組
Advisory Panel on Community Mental Health Services
- I&CT 資訊及通訊科技
顧問小組
Advisory Panel on Information and Communication Technology
- SOHK 港外服務顧問小組
Advisory Panel on Services Outside Hong Kong
- HYS 康融服務有限公司
董事局
Council of Hong Yung Services Limited
- Agape 友愛之家協會
有限公司董事局
Council of Agape Society Limited

(截至 As at 31/7/2022)



梁郭淑燕女士 Mrs. LEUNG KWOK Sok Yin	怡諾成人訓練中心家長代表 Parent Representative of RCYLATC		
陸亞芳女士 Ms. LUK Ah Fong	義務委員 Volunteer Member		
張李雪英女士 Mrs. CHEUNG LEE Suet Ying	怡諾成人訓練中心家長代表 Parent Representative of RCYLATC		
林麗娟女士 Ms. LAM Lai Kuen	思諾成人訓練中心家長代表 Parent Representative of RCSLATC		
羅澤源先生 Mr. LAW Chak Yuen	毅信之家家長代表 Parent Representative of RCNSH		
張淑賢女士 Ms. CHEUNG Shuk Yin	毅誠工場服務使用者代表 Service User Representative of RCNSW		
何榮發先生 Mr. HO Wing Fat Stanley	悅群之家服務使用者代表 Service User Representative of RCYKH		
袁德基先生 Mr. YUEN Tak Ki	悅群之家服務使用者代表 Service User Representative of RCYKH		
陳勝豪先生 Mr. CHAN Sing Ho Winson	悅智之家服務使用者代表 Service User Representative of RCYCH		
陳英儀女士 Ms. CHAN Ying Yee	悅行之家服務使用者代表 Service User Representative of RCYHH		
李炯怡先生 Mr. LEE Kwing Yee	悅行之家家長代表 Parent Representative of RCYYH		
曾能品先生 Mr. CHAN Nang Pang	康晴天地會員代表 Member Representative of SC		
房洵嫻女士 Ms. FONG Shun Han Tracy	康晴天地會員代表 Member Representative of SC		
王陳芝英女士 Mrs. WONG CHEN Chi Ying	清蘭之家家長代表 Parent Representative of CLH		
阮林瓊娜女士 Mrs. YUEN LAM King Na	靄華之家家長代表 Parent Representative of OWH		
馮布玉娟女士 Mrs. FUNG PO Yuk Kuen	順利成人訓練中心家長代表 Parent Representative of SLATC		
區美琮女士 Ms. AU Mei King	興華成人訓練中心家長代表 Parent Representative of HWATC		
石少蓮女士 Ms. SHEK Siu Lin	興華成人訓練中心家長代表 Parent Representative of HWATC		
李祖銘先生 Mr. LEE Cho Ming	興華成人訓練中心家長代表 Parent Representative of HWATC		
張楚珠女士 Ms. CHEUNG Chor Chu	樂華成人訓練中心家長代表 Parent Representative of LWATC		
張周惠芳女士 Mrs. CHEUNG CHOW Wai Fong	秦石成人訓練中心 / 禾峯成人訓練中心家長代表 Parent Representative of CSATC / WCATC		
王國才先生 Mr. WONG Kwok Choi	秦石成人訓練中心 / 禾峯成人訓練中心家長代表 Parent Representative of CSATC / WCATC		
伍錦源先生 Mr. NG Kam Yuen	啟悅成人訓練中心家長代表 Parent Representative of KTKYATC		
葉麗華女士 Ms. YIP Lai Wah	啟悅成人訓練中心家長代表 Parent Representative of KTKYATC		
王銀娜女士 Ms. WONG Ngan Na	啟康之家家長代表 Parent Representative of KTKKH		
黃惠雲女士 Ms. WONG Wai Wan	啟康之家家長代表 Parent Representative of KTKKH		

 小組委員會委員
Sub-Committee Members

屯門及元朗區
Tuen Mun &
Yuen Long

吳錫汶女士 Ms. NG Shik Man	麗瑤成人訓練中心家屬代表 Family Member Representative of LYATC		
鄧婉華女士 Ms. TANG Yuen Wah	澤安成人訓練中心家長代表 Parent Representative of COATC		
黃漢龍先生 Mr. WONG Hon Lung	澤安成人訓練中心家長代表 Parent Representative of COATC		
張美芬女士 Ms. CHEUNG Mei Fan	上李屋成人訓練中心家長代表 Parent Representative of SLUATC		
韓周衛文女士 Mrs. HON CHOW Wai Man	麗瑤之家家長代表 Parent Representative of LYH		
吳冬花女士 Ms. NG Tung Fa	麗瑤之家家長代表 Parent Representative of LYH		
鄺坤儀女士 Ms. KWONG Kwun Yee	麗瑤成人訓練中心家長代表 Parent Representative of LYATC		
林亞妹女士 Ms. LAM Ah Mui	長康之家家長代表 Parent Representative of CHH		
湯戴夏萍女士 Mrs. TONG TAI Ha Ping	長康之家家長代表 Parent Representative of CHH		
何思敏女士 Ms. HO Sze Man	祖堯成人訓練中心家長代表 Parent Representative of CYATC		
陳麗英女士 Ms. CHAN Lai Ying	賽馬會石圍角工場家長代表 Parent Representative of JCSWKW		
林碧球女士 Ms. LAM Pik Kau	長沙灣成人訓練中心/ 友愛之家家長代表 Parent Representative of CSWATC / FTH		
羌黃潔嫻女士 Mrs. KEUNG WONG Kit Han	葵興職業發展中心家長代表 Parent Representative of KHVDC		
莫徐潔靈女士 Mrs. MOK CHUI Kit Ling	葵興職業發展中心家長代表 Parent Representative of KHVDC		
石楊小玲女士 Mrs. SHEK YEUNG Siu Ling	義務委員 Volunteer Member		
陳秀蘭女士 Ms. CHAN Sau Lan	天水圍地區支援中心家長代表 Parent Representative of TSWDSC		
湯榮春女士 Ms. THONG Jung Tjhun	天水圍地區支援中心家長代表 Parent Representative of TSWDSC		
李鄧全妹女士 Mrs. LEE TANG Chuen Mui	天耀之家家長代表 Parent Representative of TYH		
譚邱新麗女士 Mrs. TAM YAU Shu Lai	天耀之家家長代表 Parent Representative of TYH		
王冠達先生 Mr. WONG Kun Tat	山景成人訓練中心家長代表 Parent Representative of SKATC		
江婉雯女士 Ms. KONG Yuen Man	山景成人訓練中心家長代表 Parent Representative of SKATC		
陳日喜女士 Ms. CHAN Yat Hee	良景成人訓練中心家長代表 Parent Representative of LKATC		
張志偉先生 Mr. CHANG Chi Wai Kelvin	潔康之家家長代表 Parent Representative of KHH		
黃美蘭女士 Ms. WONG Mei Lan Kitty	潔康之家家長代表 Parent Representative of KHH		
胡潔玲女士 Ms. WU Kit Ling	柔莊之家家長代表 Parent Representative of YCH		
魏婉玲女士 Ms. NGAI Yuen Ling	柔莊之家家長代表 Parent Representative of YCH		

本會遵照新《公司條例》的要求和實施社會福利署（社署）推行的《最佳執行指引》，力求達致高水平的機構管治，向各個持份者負責。此部分總結了本會於2021/22年度的機構管治工作概況。

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.

董事局 The Council

職責

按本會章程細則規定的方向和權力，董事局負責監察本會事務，並肩負整體及最終的責任。

董事局委員

董事局匯聚二十位來自不同專業界別的委員。董事局特意安排及邀請不同背景的專業人士處理事務，旨在以相關的知識及平衡的觀點，協助本會監察各種事務，同時保持決策的獨立和客觀性。

委任條款

本會會員屬義務性質，通過周年大會授權董事局監察本會會務。董事局委員由會員於周年大會選出。而董事局之上設有會長及副會長，同樣於周年大會選舉產生，負責支援董事局帶領高級管理層實踐本會的願景、使命和目標。

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.

委員會／顧問小組 Committees and Advisory Panels

為加強機構管治，本會經過2017年的董事局附屬架構重組後，現設有八個委員會及五個顧問小組處理本會事務。當中除審核委員會外，各委員會／顧問小組委員均由董事局委任。委員會／顧問小組須向董事局匯報，分別負責監督不同範疇的運作及職能，或從專業角度處理各項提案／議題；當中，為了維持機構管治的獨立性，審核委員會直接向會長匯報。而在2021/22年度（截至2022年6月30日），整體委員會／顧問小組會議的平均出席率超過七成半。

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).

管治守則 Corporate Governance Policies and Procedures

本會秉持嚴謹的操守標準和最佳的執行守則。除了遵守相關法規包括《公司條例》、社會福利署的《最佳執行指引》和《整筆撥款手冊》外，董事局、管理層及全體員工都嚴謹遵從相關政策和指引，當中涵蓋實務守則、與利益衝突、保密等相關規則。本會對這些政策和指引以及相關的守則、規定和程序持續進行審視，以切合多變的情況。

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 protocol, rules and procedures are also constantly reviewed in view of changing circumstances.

內部監控 Internal Controls

本會的內部監控檢討工作建立於兩年前，由獨立的內部審計經理負責，直接向審計委員會匯報。並就本會內部監控系統之效能進行年度審查。過去一年，內部審計部按照已核准的審計計劃，為保險流程及社會企業進行內部審核。在作出改善建議的同時，有關的審核能確保本會已實施有效的監控措施，以及各個範疇均符合現行的規則和程序。有關的審計及建議已向審核委員會匯報和獲得接納。經審核委員會審批通過的建議已作出相關的跟進。

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. These reviews confirmed that the controls in place were appropriate, and regulations and procedures were complied with in all aspects. The audit reports and recommendations were submitted to the Audit Committee. The recommendations, as endorsed by the Audit Committee, have been duly followed up.



風險管理 Risk Management

有效的風險管理是會方達致策略目標的必要元素，本會於三年前建立了企業風險管理框架，以助會方識別、評估、應對及匯報可能影響本會實現其目標之風險。經過一段時間運作，各級管理人員及服務單位的風險管理意識均有所提高。

在企業風險管理框架下，風險範疇分類為策略、營運、合規、人力資源、傳訊、資訊科技、行政、財務及社企服務九個不同方面，以便進一步評估及管理。已識別的風險項目均會按其風險級別進行風險監察工作，由不同職級的管理人員負責執行。

隨著新型冠狀病毒病疫情急速演變，會方把相關風險項目加進機構登記冊內以進行風險監察。而為了能更有效監察本會的風險管理，機構風險登記冊進行了重要更新，把與服務運作相關的風險項目聚焦於單位風險登記冊內，由服務單位進行地域化檢討，讓機構在評估服務運作風險上具更大彈性和縮短回應時間，以配合不同地區及單位的需要，進一步加強與服務運作相關的風險項目管理。

Effective risk management is essential to the achievement of the Society's strategic objectives. The Society established an Enterprises Risk Management (ERM) framework three years ago to identify, assess, respond to and report on risks that might affect the Society in the pursuit of its objectives. The risk awareness of managerial staff at all levels and service units has increased since the implementation.

Under a well-structured risk management framework, risk areas are grouped into strategic, operational, compliance, human resources, corporate communications, information technology, administrative, financial and social enterprise service categories for further evaluation and management. All identified risks are prioritised by risk level for monitoring and action. Management staff of various ranks are assigned to take responsibility of each area.

In view of the rapid development of the COVID-19 epidemic, the Society has added relevant risk items to the Corporate Risk Register (CRR) for risk monitoring. Other major changes were also made to the CRR. To cater for the needs of individual service units and service districts, risk items were localised to give service units more flexibility in designing their own risk registers.

外部評估 Reviews by External Parties

每年社署對選定的服務單位進行定期評估探訪及突擊檢查，以及進行兩至三年一次的財務審計。在2021/22年度，本會的麗瑤成人訓練中心曾進行上述評估探訪，署方非常滿意本會各方面的表現。另外，本會於周年會員大會委任謝盧會計師事務所有限公司為回顧年度內的外聘核數師，為本會及相關公司進行法定賬目審計。

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 Society's performance. For statutory audit, Tse Lo CPA Limited was appointed as the external auditor of the Society and its related companies in this fiscal year at the Annual General Meeting.

問責性及透明度 Accountability and Transparency

本會設有明確的審批權限，有利於機構事務及營運。董事局監督本會的整體表現、策略方向及發展，以實踐願景、使命和目標。高級管理層代表董事局負責管理服務和支援運作，以及執行董事局批准的政策和項目。經過多年的經驗，各方在履行應盡義務及責任時，均對董事局/委員會/顧問小組和高級管理層的職責和權限分工表現充分理解及明白。

本會以公開及具透明度的方式發放相關資訊、財務狀況及其他資料，透過官方網站經常並定期更新營運表現、企業合作伙伴和義工活動的資訊，並印製通訊及年報。至於投訴方面，本會按程序交由負責的管理人員及/董事局/委員會委員作適時回應及徹底調查，並採取必要的改善措施及跟進工作。

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.

促進溝通 Communication

本會對外透過網站及不同的途徑，包括出版《扶康通訊》、年報、其他刊物，及進行問卷調查等，向大眾發放本會最新的消息和發展，以加深大眾及政府了解殘疾人士不斷變化的需求，以及本會的服務發展和成果。本會網站採用無障礙網頁設計，促進無障礙溝通，有助建立和諧共融的社會。

本會對內採取雙向溝通方法，透過董事局/委員會/顧問小組定期會議、各個員工會議、服務單位家長代表和扶康家長會代表等，收集不同持份者，包括服務使用者及其家屬、員工及董事局/委員會/顧問小組委員的意見，促進彼此有效溝通。

去年，由於受新型冠狀病毒病疫情影響，在保持社交距離的前提下，本會安排以混合模式進行會議，透過視像方式（Teams/Zoom）或在限制人數下親身出席參與，以配合政府的防疫措施及保障與會者的安全。

Latest news and developments of the Society are shared through the Society's website, the Fu Hong Newsletter, our Annual Report and other publications, as well as surveys and so on. This is to help the public and the Hong Kong Government understand the Society's service development and achievements as well as the changing needs of persons with disabilities. The Society's website is also designed for web accessibility to promote accessible communication and build an inclusive society.

Within the Society, we collect the views of various stakeholders including service users and their families, staff members, and Council, Committee and Advisory Panel members through two-way communication. We hold regular Council, Committee and Advisory Panel meetings, staff meetings, and meetings with parent representatives from service units and the Fu Hong Parents' Association to maintain effective communication.

Last year, owing to the COVID-19 pandemic and social distancing, the Society held meetings in a hybrid format through video conferencing using Microsoft Teams and Zoom, and also in-person channels with a limited number of people, in order to comply with the Government's anti-epidemic measures and safeguard the safety of participants.

企業管治交流 Corporate Governance Exchange

本會董事局委員參與多項與企業管治及實務常規相關的專業發展研討會，以持續更新並提升有關知識及技能。部份董事局委員出席由政府機構、專業團體及業界組織籌辦與企業管治、法律、規則及規定、會計、財務、管理或其他專業技能相關的研討會及會議，與各界專業人士交流及分享企業管治的經驗及心得。本年度，本會董事出席的企業管治活動共有五個，其中包括：「2019冠狀病毒疫情下非政府機構面對的僱傭議題」、「香港的版權法例」及「非政府機構的數據管治」等網上研討會。

Council members attended a wide range of professional development seminars on corporate governance practices to keep abreast of the latest developments. These included seminars and conferences organised by government authorities, professional bodies and industry organisations. The topics included corporate governance, relevant laws, rules and regulations, accounting practices, financial management and other professional skills. They also provided the opportunity for professionals from different fields to exchange corporate governance experiences. This year, our Council members attended five corporate governance events, including online seminars such as 'Employment Issues NGOs Face in the Wake of COVID-19 Pandemic', 'Copyright Legislation in Hong Kong' and 'Data Governance for NGOs', among others.

營運效率 Operational Efficiency

為進一步優化個案管理系統和內聯網，本會在社會福利發展基金的資助下，以「國際功能、殘疾和健康分類」系統的框架，及「以人為本」的原則應用於新個案管理系統，以提高服務規劃、實施、監察和評估的效率和成效，透過跨專業人員共享平台以加強協作，提供適時的介入治療。此外，優化後的內聯網新增多項功能，包括意外及事故呈報系統、資訊科技支援站、子網站、知識庫、網上學習及文件庫等，同時透過電子化的工作流程，令行政效率大為提高，於應用上亦更為簡便，員工能更有效地進行溝通、傳遞資訊和分享知識，促進團隊合作和提升工作效率，預期優化後的個案管理系統以及內聯網（第二期）將於2022年第四季完成。

自去年起本會分階段全面使用Microsoft的Office 365雲端服務，透過雲端科技推動會內數碼轉型。Office 365不僅能促進員工之間的協作，對日常營運效率、項目管理及資訊保安等各方面都有所提升。

The Society is further optimising its Case Management System (CMS) and Portal with a grant obtained from the Social Welfare Development Fund. We will apply the 'International Classification of Functioning, Disability and Health' (ICF) framework and the 'People-Oriented' principle to our Case Management System. This would improve the efficiency and effectiveness of service planning, implementation, monitoring and evaluation, and enable the collaborative work of inter-disciplinary professionals in providing timely interventions in therapy. The optimised version of Portal will add many new features including an accident and incident management system, the IT helpdesk, subsites, a knowledge bank, and an e-learning and document library. Digital workflows significantly improve administrative efficiency, as they are easier to use, helping staff to communicate, transfer information and share knowledge more effectively, as well as promoting teamwork and increasing productivity. The Portal, which is part of the second phase of optimisation, will be completed in the fourth quarter this year.

Since 2021, the Microsoft Office 365 cloud service has been implemented in phases to drive digital transformation in the organisation through cloud technology. Apart from promoting collaboration among staff, Office 365 also improves efficiency in daily operations, project management and information security.

策略計劃 Strategic Plan

董事局通過機構為期三年（2022-2025）的策略計劃，並採納所載四項策略方向，包括「深化社會共融」、「提升身心靈健康」、「推展具質素的家庭生活」，及「倡議適切的康復服務和於中國地方服務發展的支援」，以達致機構的願景、使命及核心價值。根據上述的策略方向，管理層制訂了十個策略項目和十三個績效指標，以回應服務需求及現有服務的缺口。

The Council has approved a new three-year strategic plan (2022-2025) for the Society, which outlines four strategic directions, namely 'Advance social inclusion', 'Enhance mind-body wellness', 'Materialise quality family life', and 'Advocate appropriate rehabilitation service and support on service development in any part of China'. Based on these strategic directions, the Management has defined 10 strategic items and 13 key performance indicators in response to service needs and gaps.