



## 2

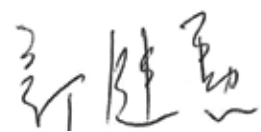
機構管治

CORPORATE  
Governance



## 董事局主席報告

# COUNCIL CHAIRMAN'S Report



郭鍵勳博士 銅紫荊星章,太平紳士  
KWOK Kin-fun Joseph, PhD, BBS, JP

董事局主席  
Council Chairman



扶康會一直秉持關懷尊重的核心價值，恪守專業精神，為殘疾人士及其家人提供適切的服務。在2015/16年度，本會按照策略性計劃的範疇和通過實踐相關項目，得到持份者的積極參與；不論在促進社會共融、應對服務使用者老齡化，以至持續優化機構管治和服務質素、提升營運效率等方面，本會均取得顯著進步。

Fu Hong Society has always upheld its core values, Care and Respect, and abide by professionalism in providing pertinent services for persons with disabilities and their families. The Society implemented its 2015/16 strategic plan with active participation of stakeholders, made significant improvements in various aspects covering promotion of social inclusion, supporting ageing service users, refining corporate governance, and enhancing operational efficiency.

### 多元服務 回應社會需求

「以求為導」是本會一貫的服務精神。鑑於社會對學前特殊需要兒童服務的需求殷切，本會於2015/16年度增設「牽蝶康兒中心」。這是本會繼2009年在港島南區設立「牽蝶中心」後，第二所專為有特殊教育需要兒童而設立的服務單位，兩所中心均以自負盈虧的模式營運。牽蝶康兒中心位於九龍荔枝角，於2015年11月開始投入服務。透過由臨床心理學家、職業治療師、言語治療師和社工等同工提供的跨專業服務，並在家人與員工的協助和鼓勵下，該中心的服務使用者均展示不同程度的進步。牽蝶和牽蝶康兒中心的成功個案得到多個傳媒機構報導，對中心的服務品牌起了積極的作用。

### Addressing Community Needs through Multi-faceted Services

'Meet the Need, Take the Lead' has long been the service spirit of the Society. In view of the imminent demand of pre-school services for children with special educational needs in the community, the Society set up its second self-financed service unit, 'Hin Dip Hong Yee Centre' in Lai Chi Kok, Kowloon in 2015/16, the first one being the 'Hin Dip Centre' in Southern District, Hong Kong in 2009. Since its commencement in November 2015, Hin Dip Hong Yee Centre has made significant positive changes to the lives of its service users, through multi-disciplinary efforts, including the intervention of Clinical Psychologists, Occupational Therapists, Speech Therapists and Social Workers, as well as the encouragement and assistance from their families and staff members. Successful cases of Hin Dip Centre and Hin Dip Hong Yee Centre were published by various media, which helped the service branding of the two Centres.

本會於2015年8月21日舉辦首屆「慈善籌款晚宴」，成功籌得八十萬元的善款，其中五十萬元用作支持牽蝶康兒中心開展服務。本會也獲慧妍雅集捐助港幣四十五萬三千六百元，以資助低收入家庭兒童接受中心服務。連同其他熱心善長的慷慨捐助，本會共籌到港幣二百萬元的善款用作支持和發展中心服務。

### 展能藝術 構建共融社區

我們相信每一位服務使用者都有與生俱來的天賦和不同的才能，而藝術是其中一種有效的媒介，讓他們展示潛能。嘉民慈善基金與本會分享共同的信念，並捐助港幣八十三萬八千元支持本會於深水埗總辦事處西翼開設「樂融展藝坊」，以進一步推廣展能藝術。樂融展藝坊自2015年8月投入服務至今，一直得到社區人士和服務使用者的大力支持。這個互動平台印證了共同參與藝術創作能拉近人與人之間的距離，過程中亦展現了殘疾人士的才華和創意，有助提升社會大眾對殘疾人士的認識和接納程度。

### 適切措施 應對老齡化挑戰

近年愈來愈備受社會關注的一個議題是智障人士的預期壽命有顯著增長，令他們有較高機會面對父母和朋友的離世。目前，本會有九百多名住宿服務使用者，當中七成已年過四十，屬高齡智障人士。為了令高齡服務使用者更積極面對人生，免於死亡的恐懼，本會得到「愛心聖誕大行動」(由香港電台及南華早報合辦的年度籌款活動)港幣九十八萬八千七百八十八元的贊助，於2016年4月至2018年3月期間推行「說死談生」教育計劃。透過一系列的工作坊、訓練小組、殯葬儀式導覽及哀傷輔導等活動，讓服務使用者及其家人正面認識死亡，並對生命持更積極的態度。完成為期兩年的生死教育計劃後，本會將把實務經驗結集成書，與社會各界分享。

The Society held a Charity Dinner on 21 August 2015 and raised HK\$800,000. Among the funds raised, HK\$500,000 was allocated for supporting Hin Dip Hong Yee Centre. The Society also received a donation of HK\$453,600 from Wai Yin Association to support children from low-income families to receive services at the Centre. With the generous contributions of all donors, a total of HK\$2 million were raised to support the service development and operations of Hin Dip Hong Yee Centre.

### Building an Inclusive Society through Arts with the Disabled

We believe every service user is born with different endowments and talents, and art is a medium that can effectively develop their potentials. Sharing the same belief with the Society, Goodman Foundation donated a total of HK\$838,000 to support Joyful Art Gallery located at the Society's Head Office Annex in Sham Shui Po. Since its operation from August 2015, the Gallery has received enthusiastic support from community members and service users. This interactive platform has proven that persons with and without disabilities can better understand and communicate with one another through taking part in art activities hand in hand. Not only can the art creation process show the artistic talents and creativity of persons with disabilities, it can also enhance public understanding and acceptance towards persons with disabilities.

### Coping with the Challenges of Ageing through Appropriate Measures

Associated with longer life expectancy, persons with intellectual disabilities have a higher chance of facing the passing away of their parents and friends. Currently, the Society has more than 900 service users with intellectual disabilities receiving residential services. Over 70% of them are aged 40 or above and are regarded as ageing persons. To help ageing service users develop a more positive attitude towards life and to ease their fear of death, the Society has successfully applied for a grant of HK\$988,788 from 'Operation Santa Claus' (established by Radio Television Hong Kong and South China Morning Post) to launch a project on life and death education during the period from April 2016 to March 2018. Through a series of activities including workshops, training, tours of cemeteries, bereavement counseling, etc., service users and their family members can understand death positively and live a more active life. The Society's practical experience in life and death education will be published and shared with all interested in 2018.

## 優化機構管治

本會已參照社會福利署制訂的《最佳執行指引》(2014年7月1日落實推行)、政府效率促進組於2015年6月出版的《受資助機構企業管治指引》(第二版)和香港會計師公會發布的相關準則，定期檢視及更新本會的《機構管治手冊》，供相關的管治委員和管理層職員使用。更新內容包括董事局與委員會和高級管理團隊之職責劃分、透明度和信息披露、風險管理和法規遵循等範疇。

## 欣獲嘉許 推動持續進步

本年度，本會分別獲勞工及福利局、社會福利署、政府資訊科技總監辦公室、平等機會委員會及香港社會服務聯會等部門/機構頒發獎項，以表揚本會在啟發殘疾人士潛能、推行家庭友善措施和促進數碼共融等方面的努力。有關獎項歸納如下：

- > 連續七年於「十八區關愛僱主」表揚計劃中獲得「關愛僱主」的殊榮，並獲頒「連續五年或以上關愛僱主」大獎；
- > 社會企業康融服務有限公司亦同樣獲得「關愛僱主」的殊榮，而旗下兩所社企餐廳「康姨咖啡室」和「香城茶室」更分別獲選為十大「快樂工作間」及獲頒「愛心社企」獎項；
- > 於共融機構嘉許計劃中獲頒發「共融機構創新獎」；
- > 連續兩年獲頒「無障礙網頁嘉許計劃」金獎；及
- > 於「第九屆香港展能節」中，毅誠工場服務使用者奪得曲奇製作的一等獎；石圍角工場和葵興職業發展中心的服務使用者分別奪得汽車美容(隊際賽)的一等及二等獎。

## Refining Corporate Governance

By making reference to the 'Best Practice Manual' formulated by the Social Welfare Department (came into effect on 1 July 2014), the 'Guide to Corporate Governance for Subvented Organisations' (Second Edition) published by the Efficiency Unit of the HKSAR Government in June 2015 and related bulletins of the Hong Kong Institute of Certified Public Accountants, the Society has regularly reviewed and updated its 'Corporate Governance Manual' for Council Members, Committee Members and Management staff. Updated content includes segregation of responsibilities of Council, Committees and Senior Management, transparency and disclosure, risk management and compliance.

## Awards encouraging continuous improvement

The Social Welfare Department, Labour and Welfare Bureau, Office of the Government Chief Information Officer, Equal Opportunities Commission Hong Kong, the Hong Kong Council of Social Service and other departments/organisations, have granted awards in recognition of the Society's efforts in supporting the potentials of persons with disabilities, putting family-friendly measures in place, and fostering digital inclusion. Major Awards received are:

- > Receiving the 'Caring Employers Award' for seven consecutive years, and the 'Five Years Plus – Caring Employers Awards' under the '18 Districts Caring Employers Award Scheme';
- > The Society's social enterprise, Hong Yung Services Limited, was recognised as a Caring Employer under the Scheme. Two of its cafes, Madam Hong Cafe and City Cafe, even received the 'Happy Work Place Award' and 'Caring Social Enterprise Award' respectively;
- > Receiving the 'Innovation Award for Inclusive Organisation' under Inclusive Organisations Recognition Scheme;
- > Receiving the Gold Award in 'Web Accessibility Recognition Scheme' for two consecutive years, and
- > In the 9th Hong Kong Abilympics, a service user of Ngai Shing Workshop won the Champion Award in the Cookies Making Competition, and service users from Shek Wai Kok Workshop and Kwai Hing Vocational Development Centre won both the Champion and 1st Runner-up Awards in the Car Beauty Competition (Team) respectively.

上述獎項及殊榮是策勵本會精益求精，竭力為殘疾人士提供優質服務的動力；也顯示殘疾人士只要有機會，就可發揮他們的能力。本會將繼續在各範疇加倍努力，持續提升服務水平，並為殘疾人士塑造更多空間和機會，讓他們發揮潛能和創意，以及在所屬社區中獨立自主地生活。

## 展望未來

預計智障人士老化的趨勢會更形嚴重，本會的智障服務將面對更多挑戰和衝擊。為扶康家庭「和諧軒」另覓新服務點亦成為本會其中一項重大挑戰。縱使前路難行，但我們相信集合各持份者的智慧和力量，難題總會迎刃而解，並為殘疾人士帶來更稱心的服務：

- > **老齡化**：智障服務使用者老齡化，甚至是兩極化，均為本會的服務帶來挑戰，當中尤以中度至嚴重智障人士宿舍和成人訓練中心的情況最為嚴峻。來年，本會將繼續關注高齡智障服務使用者的情況，提供適切服務，與他們一起應對老齡化的挑戰。其中包括：推行配合高齡服務使用者身體機能狀況的運動，以減慢身體機能退化的速度；為高齡服務使用者規劃合適並富有意義的閒暇活動，讓他們有一個充實和多姿多采的晚年生活。
- > **扶康家庭「和諧軒」搬遷**：本會設有四所扶康家庭，以自負盈虧的方式營運，為缺乏家庭支援的智障成人提供關愛家庭照顧。其中一所扶康家庭「和諧軒」現位於沙田威爾斯親王醫院員工宿舍大樓內。由於醫院大樓要進行改建，這所扶康家庭需於2017年3月前遷出。即使本會已積極尋找合適的物業作搬遷之用，礙於經費和法例要求等種種因素，在可見未來都難以成事。作為過渡安排，受影響的家庭成員將遷往另外兩所扶康家庭(婉明軒和超瑩軒)或本會其他院舍暫住。

The above mentioned Awards have demonstrated that with opportunities, persons with disabilities can bring their abilities into full play. These Awards also contributed to the driving force of the Society for further excellence in providing quality services, and in creating more opportunities for persons with disabilities to unleash their potentials and lead a meaningful independent living life in the community.

## In the Years to Come

Foreseeing that the growing trend of ageing of persons with intellectual disabilities and associated service needs, the Society will encounter more challenges in the provision of related services. One of the main challenges is to seek a new premises for relocating Concordia Casa Famiglia. In spite of the difficulties ahead, the Society believes that with collective wisdom and strength from all stakeholders, problems will be finally handled and more appropriate services can in turn be provided to persons with disabilities.

- > **Ageing** : The Society is facing the challenges posed by ageing of service users with intellectual disabilities and even age polarisation. The situation is especially serious in hostels for persons with moderate to severe intellectual disabilities and adult training centres. In the coming year, the Society will continue to pay attention to the ageing situation and to face the challenges of ageing together with its service users through providing pertinent services. These include promoting exercises specially designed for meeting the needs and physical functions of ageing service users in order to slow down their pace of deterioration; and arranging appropriate and meaningful leisure activities for ageing service users to enrich their lives in the sunset years.
- > **Relocation of Concordia Casa Famiglia** : The Society has set up four self-financed Casa Famiglia (CF) units to provide family home care for adults with intellectual disabilities who lack support from their own families. Concordia, one of the CF units, is currently located at the staff quarters building of Prince of Wales Hospital, but this premises will not be available from March 2017 due to redevelopment of the Hospital. Although the Society has been actively seeking new premises to relocate Concordia CF, it is unlikely to find a solution in the foreseeable future due to factors like funding and regulatory requirements. As a transitional arrangement, affected family members will be placed in the other two CF units (Splendor and Radiance) or other hostels of the Society.



另外，本會將進一步把資訊科技應用於服務層面，藉此提升服務質素和工作效率。這包括更新現時的個案管理系統，讓各專業同工能掌握服務使用者的最新情況和需要，以便為他們提供更適時的服務介入及治療計劃。預計新系統於2019年局部投入服務。同時，本會已開始更換現有的財務及人力資源管理系統，預計於2017年內能全面推行。

2017是本會成立四十周年，亦標誌著本會與香港特區政府、殘疾人士及社會各界持份者同心同行四十載。適逢2017年是香港特區政府成立二十周年，本會將積極響應特區政府的慶祝活動，共同建設香港成為關愛共融的國際城市。

## 總結

我們很高興看到本會不斷成長，並逐步拓展服務的領域，為更多殘疾人士提供適切的支援，改變他們的生活和未來的發展。本會穩健、可信賴的機構管治和財務管理制度，亦讓我們有信心迎接未來的挑戰。

我很慶幸能夠與會長、副會長、神師、董事局及委員會委員一同共事，亦由衷感謝他們對本會的無私奉獻。

我謹代表董事局真誠感謝全體員工克盡己任，努力於各個崗位上發揮專業精神。

最後，我謹代表扶康會全人衷心感謝香港特區政府和各部門、香港獎券基金、香港賽馬會慈善信託基金、捐助本會個人及團體，以及所有義工。全賴他們的鼎力支持及慷慨解囊，本會才能有如此令人鼓舞的成績。本會將繼續以堅定不移的態度履行我們的使命，並聯同各持份者一起締造關愛共融、平等和諧的社會。

In addition, information technology will be further deployed at service level to improve service quality and work efficiency. These include the revamp of the Case Management System which keeps staff members abreast of the updated information and needs of service users so as to provide timely service intervention and treatment plans. The revamped system is expected to be partially operational in 2019. Meanwhile, the Society has started replacing the current Financial Management and Human Resources Information Systems which are expected to be fully operational in 2017.

The year of 2017 marks the 40th anniversary of the Society and signifies its 40-year partnership with the HKSAR Government, persons with disabilities and other stakeholders from different sectors. As it is also the 20th anniversary of the establishment of the HKSAR Government, we will actively participate in the celebration activities of the Government and jointly build Hong Kong as an international city filled with care, love and inclusion.

## Conclusion

We are delighted to see the Society thriving and gradually exploring new service areas. We hope to better the life of persons with disabilities and help them build a brighter future by providing proper and timely support to them. Supported by stable, steady and reliable corporate governance and financial management systems, the Society is confident in meeting future challenges.

I am deeply honoured to have the opportunities to work with our President, Vice President, Spiritual Adviser, Members of the Council and Committees. I would like to express my sincere gratitude to them for their selfless dedication.

On behalf of the Council, I wish to express our heartfelt appreciation to all staff members for making the best efforts to fulfill their duties and displaying professionalism in every position.

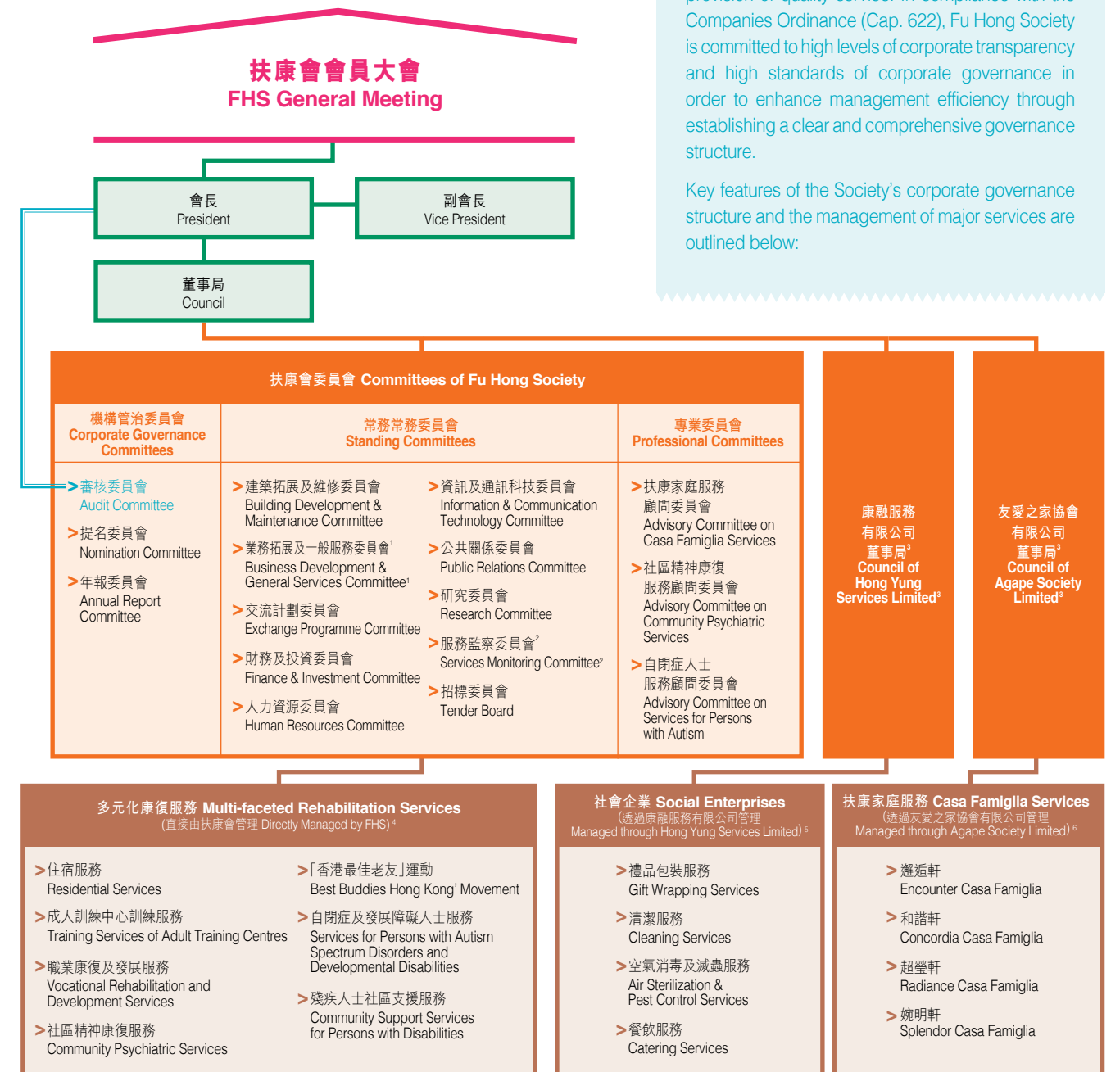
Last but not the least, on behalf of the Society, I would like to extend our sincere gratitude to the HKSAR Government and all government departments concerned, The Lotteries Fund, The Hong Kong Jockey Club Charities Trusts, donors including individuals and organisations, and volunteers. Without their generous support, the Society would not be able to make such encouraging achievements. The Society will continue to put our mission into practice unflinchingly and to build a caring, inclusive and equal society with concerted efforts of all stakeholders.

## 機構管治資訊及圖表

# CORPORATE Governance Information and Graphs

## 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，盡力提升管理效益。

下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 the 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 below:

備註: 1. 業務拓展及一般服務委員會同時監督「香港最佳老友」運動理事會。2. 服務監察委員會亦監督四個區域小組委員會。3. 康融服務有限公司及友愛之家協會有限公司的董事局委員必須為扶康會董事局委員，全屬不受薪董事。4. 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50至71頁。5. 扶康會於2003年成立一所相關的擔保有限公司—康融服務有限公司(簡稱「康融」)，用作營運社會企業，為殘疾人士提供各種就業機會，讓他們發揮潛能，融入社會。康融是本會的其中一項自負盈虧服務。在各項服務中，現時透過康融管理的兩所餐廳均於開業首三年內獲社會福利署「創業展才能計劃」撥款資助部分經費。6. 扶康會於2006年成立一所相關的擔保有限公司—友愛之家協會有限公司，主要代表本會管理扶康家庭服務。扶康家庭是本會的其中一項自負盈虧服務，現時獲香港賽馬會慈善信託基金資助部分經費。

Notes: 1. Business Development & General Services Committee also oversees 'Best Buddies Hong Kong' Movement Council. 2. Services Monitoring Committee also oversees four Regional Sub-Committees. 3. Council members of Hong Yung Services Limited and Agape Society Limited must be Council members of Fu Hong Society and they all serve without any remuneration. 4. Since 1978, Fu Hong Society, a company limited by guarantee, has begun to provide multi-faceted 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 50 to 71 of this Report. 5. In 2003, Fu Hong Society established a related company, i.e., Hong Yung Services Limited (Hong Yung), also a company limited by guarantee, to look after all social enterprise works for unleashing the potentials of persons with disabilities and to promote social inclusion through providing various employment opportunities. Hong Yung is one of the Society's self-financed projects. Among the various services, the two cafes currently managed by Hong Yung are partially funded by the 'Enhancing Employment of People with Disabilities through Small Enterprise' Project of Social Welfare Department for the first three years of operations. 6. In 2006, Fu Hong Society established another related company limited by guarantee, Agape Society Limited, with the main responsibility of managing the services of Casa Famiglia (small homes) on behalf of Fu Hong Society. The Casa Famiglia services are one of the Society's self-financed projects and are 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  
梁振英先生 大紫荊勳賢 GBS, JP  
Chief Executive of HKSAR  
The Hon C Y LEUNG GBM, GBS, JP



01



02



03



04



05



06



07



08



09



10



11



12



13



14



15



16



17



18



19



20



21



22



23

01 會長  
President  
葉恩明醫生 JP  
Dr IP Yan-ming JP

02 副會長  
Vice President  
王淦基醫生 JP  
Dr WONG Kam-kee,  
Simon JP

03 主席  
Chairman  
郭鍵勳博士 BBS, JP  
Dr KWOK Kin-fun,  
Joseph BBS, JP

04 副主席  
Vice Chairman  
施家殷先生  
Mr SZE, Kyran

05 義務秘書  
Hon Secretary  
王林小玲女士 MH  
Mrs WONG LAM  
Siu-ling, Cecilia MH

06 義務司庫  
Hon Treasurer  
陳雪湄女士  
Ms CHAN Suet-mei,  
Jane

07 神師  
Spiritual Advisor  
方叔華神父  
Fr Giosuè BONZI PIME

08 董事局委員  
Council Members  
李百瀨先生 MBE, JP  
Mr LI Pak-ho, Simon MBE, JP

09 林振敏先生  
SBS, QFSM, CPM  
Mr LAM Chun-man,  
Anthony SBS, QFSM, CPM

10 陳秀嫻博士 JP  
Dr CHANG Sau-han,  
Joyce JP

11 袁國榮先生  
Mr YUEN Kwok-wing,  
Kevin

12 許國賢神父  
Fr Fernando CAGNIN  
PIME

13 陳紹沅先生  
Mr CHAN Siu-yuen,  
Stephen

14 許盧萬珍博士  
Dr HUI LO Man-chun,  
Jenny

15 陳達文先生  
Mr CHAN Tat-man,  
Pele

16 冼權鋒教授  
Prof SIN Kuen-fung,  
Kenneth

17 李春霖先生  
Mr LEE Chun-lam,  
John

18 王明燦醫生  
Dr WONG Ming-cheuk,  
Michael

19 范德穎醫生  
Dr FAN Tak-wing,  
William

20 胡君仲先生  
Mr WU Kwan-chung,  
Derek

21 錢國強先生  
Mr CHIEN Kwok-keung,  
Kennedy

22 盧鴻業先生  
Mr LO Hung-yip

23 梁媛雯女士  
Ms LEUNG Wun-man,  
Emba

榮譽顧問  
Hon Advisors  
羅友聖先生 MH  
Mr Joseph SALAROLI MH

余柏銓先生  
Mr YU Pak-chuen, Henry

榮譽法律顧問  
Hon Legal Advisor  
梁肇漢律師樓  
Messrs S H Leung & Co

核數師  
Auditor  
謝盧會計師事務所  
Tse Lo CPA Ltd,  
Certified Public Accountants

委員會委員  
Committee Members

Committee Members		扶康會委員會 Committees of Fu Hong Society															康融服務有限公司董事局 Council of Hong Yung Services Limited	友愛之家協會有限公司董事局 Council of Agape Society Limited	
		常務委員會 Standing Committees										專業委員會 Professional Committees			機構管治委員會 Corporate Governance Committees				
		BD&MC	BD&GSC	EPC	F&IC	HRC	I&CTC	PRC	RC	SMC	TB	ACCFS	ACCPS	ACSPA	ARC	NC			AC
	* 郭鍵勳博士 BBS, JP Dr KWOK Kin-fun, Joseph BBS, JP		●	●														●	
	施家殷先生 Mr SZE, Kyrán	●	●															●	
	王林小玲女士 MH Mrs WONG LAM Siu-ling, Cecilia MH		●						●				●						
	陳雪湄女士 Ms CHAN Suet-mei, Jane		●		●									●					
	^ 方叔華神父 Fr BONZI Giosuè G PIME				●						●								●
	李百灝先生 MBE, JP Mr LI Pak-ho, Simon MBE, JP				●			●										●	●
	林振敏先生 SBS, QFSM, CPM Mr LAM Chun-man Anthony SBS, QFSM, CPM					●				●									
	陳秀嫻博士 JP Dr CHANG Sau-han, Joyce JP				●														
	袁國榮先生 Mr YUEN Kwok-wing, Kevin		●		●											●	●	●	
	許國賢神父 Fr CAGNIN Fernando PIME				●														
	陳紹沅先生 Mr CHAN Siu-yuen, Stephen	●				●					●								
	許盧萬珍博士 Dr HUI LO Man-chun, Jenny				●	●			●	●									
	陳達文先生 Mr CHAN Tat-man, Pele	●						●											
	冼權鋒教授 Prof SIN Kuen-fung, Kenneth								●			●		●					●
	李春霖先生 Mr LEE Chun-lam, John				●			●						●	●				●
	王明樂醫生 Dr WONG Ming-cheuk, Michael					●							●						
	范德穎醫生 Dr FAN Tak-wing, William								●					●	●				
	胡君仲先生 Mr WU Kwan-chung, Derek					●					●								
	錢國強先生 Mr CHIEN Kwok-keung, Kenny						●	●								●		●	
	盧鴻業先生 Mr LO Hung-yip					●*				●*		●*	●*						
	梁媛雯女士 Ms LEUNG Wun-man, Emba		●																
	方志剛先生 Mr FONG Chi-Kong, Derry						●												
	王陳芝英女士 Mrs WONG CHEN Chi-ying									●*									
	何坤明先生 Mr HO Kwan-ming									●									
	呂明博士 Dr LUI Ming, Ann								●										
	李世昌先生 Mr LI Sai-cheong, Barry				●														
	李常友醫生 Dr LI Seung-yau, Derek												●						
	李萍英博士 Dr LI Ping-ying, Eria							●				●							
	沈靜姿女士 Ms SHUM Ching-chi, Nancy					●													

備註 REMARKS

- 董事局主席 Council Chairman

● 委員會主席 Committee Chairman

● 委員會委員 Committee Member

^ 神師 Spiritual Adviser
- ★ 家屬代表 Family Representative

★ 新委員會委員 New Committee Member

★ 退出的委員會委員 Committee Member Withdrew

- BD&MC 建築拓展及維修委員會 Building Development & Maintenance Committee

BD&GSC 業務拓展及一般服務委員會 Business Development & General Services Committee

EPC 交流計劃委員會 Exchange Programme Committee

F&IC 財務及投資委員會 Finance & Investment Committee

扶康會委員會 Committees of Fu Hong Society																		
姓名 Name	常務委員會 Standing Committees										專業委員會 Professional Committees			機構管治委員會 Corporate Governance Committees			康融服務 有限公司 董事局 Council of Hong Yung Services Limited	友愛之家協會 有限公司 董事局 Council of Agape Society Limited
	BD&MC	BD&GSC	EPC	F&IC	HRC	I&CTC	PRC	RC	SMC	TB	ACCFS	ACCPs	ACSPA	ARC	NC	AC		
林水祥先生 Mr LAM, Raymond	●																	
林柏榮神父 Fr FAVATA Fabio PIME			●															
林國偉先生 Mr LAM Kwok-wai, Denny													●					
林碧菁女士 Ms LIM Pek-ching, Dayna													●					
容美鳳女士 Ms YUNG Mei-fung									●★									
徐玉卿女士 Ms TSUI Yuk-hing									●									
徐慕菁醫生 Dr CHUI Mo-ching, Eileena												●						
梁郭淑燕女士 Mrs LEUNG KWOK Sok-yin									●★									
陳玉蘭女士 Ms CHAN Yuk-lan											●							
陳惠芳女士 Ms CHAN Wai-fong, Christina							●											
陳楊綺麗女士 Mrs CHAN, Lucia											●							
陳煒國先生 Mr CHAN Wai-kiwok, Kenneth						●												
陳曉峰先生 Mr CHAN Hiu-fung, Nicholas		●★																
陸亞芳女士 Ms LUK Ah-fong							●★		●★									
彭韻僖女士 MH,JP Ms PANG, Melissa MH,JP		●★																
曾憲文先生 Mr TSANG Hin-men, Terence																●		
馮布玉娟女士 Mrs FUNG PO Yuk-kuen							●★		●★									
黃光磊先生 Mr WONG Kwong-lui												●						
黃黃婉霞女士 Mrs WONG WONG Yuen-ha									●★									
楊全盛先生 Mr YEUNG Chuen-shing, Eric						●												
楊綺玲女士 Ms YEONG Yi-ling, Eileen												●						
葉慶林先生 Mr YIP Hing-lam, Peter				●											●			
劉志强博士 Dr LAU Chi-keung	●																	
劉詩韻測量師 JP Sr LAU, Serena JP	●																	
歐成沛先生 Mr AU Sing-pui				●										●				
蔡惠琴女士 Ms CHOI Wai-kam, Virginia					●													
鄭建中先生 Mr CHENG Kin-chung																●		
簡聚坤醫生 Dr KAN Chui-kwan												●						
蘇漢章先生 Mr SO Hon-cheung, Stephen																●		

- HRC 人力資源委員會 Human Resources Committee

I&CTC 資訊及通訊科技委員會 Information & Communication Technology Committee

PRC 公共關係委員會 Public Relations Committee

RC 研究委員會 Research Committee

- SMC 服務監察委員會 Services Monitoring Committee

TB 招標委員會 Tender Board

ACCFS 扶康家庭服務顧問委員會 Advisory Committee on Casa Famiglia Services

ACCPs 社區精神康復服務顧問委員會 Advisory Committee on Community Psychiatric Services

- ACSPA 自閉症人士服務顧問委員會 Advisory Committee on Services for Persons with Autism

ARC 年報委員會 Annual Report Committee

NC 提名委員會 Nomination Committee

AC 審核委員會 Audit Committee



## 區域小組委員會委員芳名 Regional Sub-Committee Members

### REGIONAL 1

#### 中區及南區 Central & Southern

**梁郭淑燕女士** 主席 / 怡諾成人訓練中心家長代表  
Mrs LEUNG KWOK Sok-yin  
Chairman / Parent Representative of RCYLATC

**陸亞芳女士** 副主席 / 思諾成人訓練中心家長代表  
Ms LUK Ah-fong  
Vice Chairman / Parent Representative of RCSLATC

**吳國忠先生** 康晴天地會員代表  
Mr NG Kwok-chung  
Member Representative of SC

**呂雪紅女士** 悅群之家家屬代表  
Ms LIU Suet-hung  
Relative Representative of RCYKH

**林婉芳女士** 悅行之家家屬代表  
Ms LAM Yuen-fong  
Relative Representative of RCYHH

**張淑賢女士** 毅誠工場服務使用者代表  
Ms CHEUNG Shuk-yin  
Service User Representative of RCNSW

**梁芷芳博士** 社區義工  
Dr LEUNG Tsz-fong, Terry  
Community Volunteer

**梁潔玉女士** 思諾成人訓練中心家長代表  
Ms LEUNG Kit-yuk  
Parent Representative of RCSLATC

**陳玉心女士** 康晴天地會員代表  
Ms CHAN Yuk-sum  
Member Representative of SC

**陸志娟女士** 悅智之家家屬代表  
Ms LUK Chi-kuen  
Relative Representative of RCYCH

**楊林薇娥女士** 毅信之家 / 毅誠工場家長代表  
Mrs YEUNG LAM Mae-ngor  
Parent Representative of RCNSH / RCNSW

**謝譚佩卿女士** 社區義工  
Mrs TSE TAM Pui-hing  
Community Volunteer

**李雪英女士** 怡諾成人訓練中心家長代表  
Ms LEE Suet-ying  
Parent Representative of RCYLATC

### REGIONAL 2

#### 沙田、觀塘及 港島東區 Sha Tin, Kwun Tong & Hong Kong Island East

**馮布玉娟女士** 主席 / 順利成人訓練中心家長代表  
Mrs FUNG PO Yuk-kuen  
Chairman / Parent Representative of SLATC

**王陳芝英女士** 副主席 / 清蘭之家家長代表  
Mrs WONG CHEN Chi-ying  
Vice Chairman / Parent Representative of CLH

**王國才先生** 秦石成人訓練中心 / 禾輦成人訓練中心家長代表  
Mr WONG Kwok-choi  
Parent Representative of CSATC / WCATC

**吳鮑金枝女士** 樂華成人訓練中心家長代表  
Mrs NG PAO Kam-chee  
Parent Representative of LWATC

**阮林瓊娜女士** 露華之家家長代表  
Mrs YUEN LAM King-na  
Parent Representative of OWH

**區美瓊女士** 興華成人訓練中心家長代表  
Ms AU Mei-king  
Parent Representative of HWATC

**張周惠芳女士** 秦石成人訓練中心 / 禾輦成人訓練中心家長代表  
Mrs CHEUNG CHOW Wai-fong  
Parent Representative of CSATC / WCATC

**麥佩英女士** 健持之家家長代表  
Ms MAK Pui-ying  
Parent Representative of PH

**楊珍女士** 興華成人訓練中心家長代表  
Ms YEUNG Chun  
Parent Representative of HWATC

**戴秀華女士** 健持之家家長代表  
Ms TAI Sau-wah  
Parent Representative of PH

### REGIONAL 3

#### 荃葵青及九龍西區 Tsuen Wan, Kwai Ching & Kowloon West

**徐玉卿女士** 主席 / 社區義工  
Ms TSUI Yuk-hing  
Chairman / Community Volunteer

**黃黃婉霞女士** 副主席 / 祖堯成人訓練中心家長代表  
Mrs WONG WONG Yuen-ha  
Vice Chairman / Parent Representative of CYATC

**吳錫汶女士** 麗瑤成人訓練中心家長代表  
Ms NG Shik-man  
Parent Representative of LYATC

**李漢權先生** 澤安成人訓練中心家長代表  
Mr LEE, David  
Parent Representative of COATC

**林碧球女士** 長沙灣成人訓練中心及友愛之家家長代表  
Ms LAM Pik-kau  
Parent Representative of CSWATC / FTH

**戚幼玲女士** 葵興職業發展中心家長代表  
Ms CHIK Yau-ling  
Parent Representative of KHVDC

**陳麗英女士** 長康之家家長代表  
Ms CHAN Lai-ying  
Parent Representative of CHH

**黃瑞萍女士** 長康之家家長代表  
Ms WONG Shui-ping  
Parent Representative of CHH

**黃杏玲女士** 葵興職業發展中心家長代表  
Ms WONG Han-ling  
Parent Representative of KHVDC

**劉鹿先生** 長沙灣成人訓練中心及友愛之家家長代表  
Mr LAU Lok  
Parent Representative of CSWATC / FTH

**談寶釗先生** 麗瑤之家家長代表  
Mr TAM Po-chiu  
Parent Representative of LYH

**鄧婉華女士** 澤安成人訓練中心家長代表  
Ms TANG Yuen-wah  
Parent Representative of COATC

**韓周衛文女士** 麗瑤之家家長代表  
Mrs HON CHOW Wai-man  
Parent Representative of LYH

**鄭坤儀女士** 麗瑤成人訓練中心家長代表  
Ms KWONG Kwun-yea  
Parent Representative of LYATC

**羅王燕玲女士** 上李屋成人訓練中心家長代表  
Mrs LAW WONG Yin-ling  
Parent Representative of SLUATC

**譚黃麗卿女士** 石圍角工場及輔助就業服務家長代表  
Mrs TAM WONG Lai-hing  
Parent Representative of SWKW / SE

### REGIONAL 4

#### 屯門及元朗區 Tuen Mun & Yuen Long

**何坤明先生** 主席 / 社區義工  
Mr HO Kwan-ming  
Chairman / Community Volunteer

**容美鳳女士** 副主席 / 天水圍地區支援中心家長代表  
Ms YUNG Mei-fung  
Vice Chairman / Parent Representative of TSWDSC

**王玉嫦女士** 良景成人訓練中心家長代表  
Ms WONG Yuk-sheung  
Parent Representative of LKATC

**江瑞意女士** 潔康之家家長代表  
Ms KONG Shui-yea  
Parent Representative of KHH

**石楊小玲女士** 社區義工  
Mrs SHEK YEUNG Siu-ling  
Community Volunteer

**魏婉玲女士** 柔莊之家家長代表  
Ms NGAI Yuen-ling  
Parent Representative of YCH

**關陳金好女士** 天耀之家家長代表  
Mrs KWAN CHAN Kam-ho  
Parent Representative of TYH

**劉陳秀蘭女士** 天水圍地區支援中心家長代表  
Mrs LAU CHAN Sau-lan  
Parent Representative of TSWDSC

**吳炳珍女士** 山景成人訓練中心家長代表  
Ms NG Bing-chun  
Parent Representative of SKATC

**陳王美華女士** 天耀之家家長代表  
Mrs CHAN WONG Mei-wah  
Parent Representative of TYH

**黎惠英女士** 友愛之家 / 長沙灣成人訓練中心家長代表  
Ms LAI Wai-ying  
Parent Representative of FTH / CSW

**吳麗玉女士** 潔康之家家長代表  
Ms NG Lai-yuk  
Parent Representative of KHH

**黃銘德先生** 潔康之家家長代表  
Mr WONG Ming-tak  
Parent Representative of KHH

## 機構管治工作

# CORPORATE Governance Practices

本會遵照《公司條例》要求和實施社會福利署推行的《最佳執行指引》，致力達到高水平的機構管治，向各持份者負責。此部分總結了本會於2015/16年度的機構管治工作情況。

The Society has complied with the requirements of the Companies Ordinance and the Best Practice Manual formulated by the Social Welfare Department, in order to achieve high standards of corporate governance and to be accountable to stakeholders. This part summarises the corporate governance practices of the Society in 2015/16.

### 機構架構

按本會的組織章程細則，本會會員為主要持份者。如本會清盤時，各會員的有限法律責任不多於港幣五十元。會長、副會長及董事局委員均義務任職，並無領取任何酬金。本會的高級管理團隊由十一位成員組成，包括總幹事、助理總幹事、六位服務總監及三位中央行政部門主管，負責執行董事局的決定及監督本會的運作、服務提供及發展。管理層於2015/16年度的酬金合共港幣一千一百四十一萬元，在社會福利署的批准下，有關酬金是參照公務員總薪級表發放，並包括強制性公積金計劃供款及其他福利。

### Corporate Structure

According to the Articles of Association, Society Members are the key stakeholders. In case of winding up of the Society, each Society Member's maximum liability is limited to HK\$50. The President, the Vice President and Council Members are all volunteers serving the Society without any form of remuneration. The Society's Senior Management team has 11 members and comprises Executive Director, Assistant Executive Director, 6 Service Directors and 3 Central Administration Department Heads; they are responsible for implementing the decisions of the Council and overseeing operations, service delivery and development. The total remuneration for the Senior Management team in 2015/16 was HK\$11.41 million which was paid out by reference to the Civil Service Pay Scales, including contributions to the mandatory provident fund schemes and other fringe benefits as endorsed by the Social Welfare Department.



### 董事局

> **職責：**按本會章程細則規定的方向和權力，董事局負責管理本會事務，並肩負整體及最終的責任。

> **董事局委員：**據章程細則准許的最多人數，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來自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，協助本會管理各種事務，同時保持決策過程的獨立客觀。

> **委任條款：**本會會員屬義務性質，通過周年大會監察本會，並授權董事局管理本會會務。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團隊實踐由本會會員確立的願景、使命和目標。

> **會議出席率：**董事局每年平均舉行五次會議。在2015/16年度（截至2016年6月30日），董事局委員的平均出席率為71.3%。董事局將繼續優化會議安排，會議日期及時間上會作更妥善的安排，務求方便各委員出席會議。

### The Council

> **Role :** The Council has the overall, ultimate responsibility in managing the businesses of the Society in accordance with the adopted directions and authorities as stipulated in the Articles of Association.

> **Council members :** Being the maximum number of members permitted in the Articles of Association, the Council had 20 members with professions from various disciplines in 2015/16. The diversity in professions is deliberate so as to avail the Society of the various types of expertise to help manage the multifarious businesses of the Society in a fair, independent and balanced manner.

> **Terms of appointment :** The Society Members serve on a voluntary basis. Through General Meetings, the Society Members govern the Society, but delegate the authority to run the Society to a Council which resembles a board of directors. Members of Council are elected by Society Members at annual general meetings. Above the Council, there are President and Vice President(s), who are also elected at annual general meetings, and are tasked to support the Council in leading Senior Management to achieve the vision, mission and objectives of the Society as determined by the Society Members.

> **Meeting attendance :** On average, there are five Council meetings each year. The average attendance rate in 2015/16 (as at 30 June 2016) is 71.3%. To continue improving meeting arrangements, dates and times of meetings that are most convenient to Council Members will be arranged.



委員會

本會設立了十六個委員會專責處理事務，為董事局提供專業的意見及協助。委員會主要分為三類，須向董事局匯報：（一）當中十個常務委員會監督不同範疇的運作及職能；（二）三個專業委員會從專業角度，處理特別個案；及（三）三個機構管治委員會各自發揮相關機構管治職能。當中，為了維持機構管治的獨立性，審核委員會則直接向會長匯報。

除審核委員會外，各委員會委員均由董事局委任。董事局致力邀請相關的專業人士加入合適的委員會，以多元化的組合代表董事局監督其運作及職能。審核委員會委員則由會長任命，現時委員包括有兩名執業會計師及一名律師，另有一名董事局代表出席會議，以便有效溝通。而2015/16年度（截至2016年9月30日），超過八成委員會的會議出席率達七成或以上。

表一 TABLE 1

2015/16年度委員會平均會議出席率  
(截至2016年6月30日)  
**Average Meeting Attendance Rate of Committees in 2015/16**  
(Up to 30 June 2016)

委員會	Committees	平均會議出席率 Average Meeting Attendance Rate
機構管治委員會	Corporate Governance Committees	
年報委員會	Annual Report Committee	91.8%
審核委員會	Audit Committee	62.5%
提名委員會	Nomination Committee	100%
常務委員會	Standing Committees	
建築拓展及維修委員會	Building Development & Maintenance Committee	77.8%
業務拓展及一般服務委員會	Business Development & General Services Committee	75%
交流計劃委員會	Exchange Programme Committee	100%
財務及投資委員會	Finance & Investment Committee	90%
人力資源委員會	Human Resources Committee	62.5%
資訊及通訊科技委員會	Information & Communication Technology Committee	75.3%
公共關係委員會	Public Relations Committee	60%
研究委員會	Research Committee	75%
服務監察委員會	Services Monitoring Committee	83.3%
招標委員會	Tender Board	100%
專業委員會	Professional Committees	
扶康家庭服務顧問委員會	Advisory Committee on Casa Famiglia Services	83.3%
社區精神康復服務顧問委員會	Advisory Committee on Community Psychiatric Services	95.3%
自閉症人士服務顧問委員會	Advisory Committee on Services for Persons with Autism	83.3%
委員會整體平均出席率 Overall Average Attendance Rate of Committees		82.1%

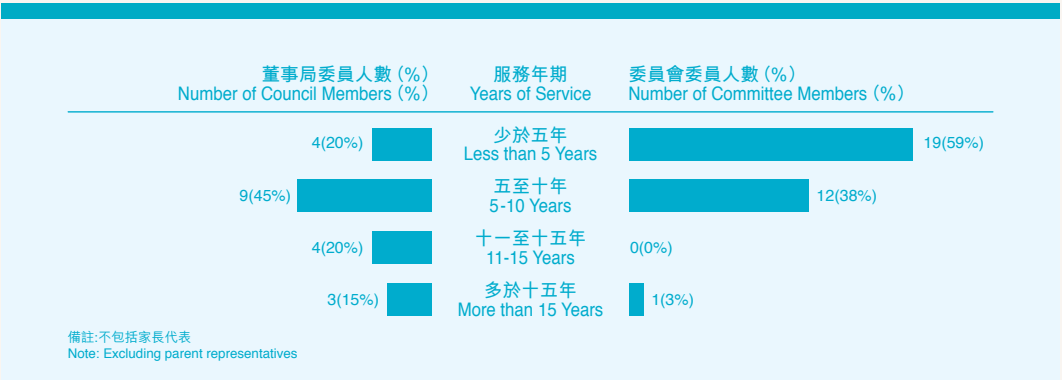
Committees

The Society forms 16 committees to look after specialised affairs and help the Council administer the businesses of the Society more effectively. Committees are mainly divided into three types, closely related but with different functions: (i) 10 Standing Committees overseeing various operations and functions; (ii) 3 Professional Committees looking after special cases from the professional perspectives; and (iii) 3 Corporate Governance Committees performing respective corporate governance duties. As a matter of independence for corporate governance, Audit Committee reports to the President directly.

Except Audit Committee, Members of Committees are appointed by the Council with a purpose towards installing diverse professionals in corresponding committees to oversee respective operations and functions on behalf of the Council. Members of Audit Committee, including two paractising accountants, and one solicitor are appointed by the President. To facilitate the communication between the Council and the Committee, a Council Representative will attend the meetings of the Committee. Over 80% of the Committees reached 70% or above meeting attendance rate in 2015/16 (as at 30 September 2016).

服務年資

2015/16年度共有五十二位義務委員服務董事局（二十名委員）和十六個委員會（三十二名委員）。所有董事局委員須擔任不少於一個委員會的委員，而85%的董事局委員加入多個委員會。在服務年資方面，四成半董事局委員已經於本會服務五至十年；而委員會委員約有四成服務超過五年或以上。這數據反映本會對新委員和現有委員的吸引力，印證了各董事局及委員會委員熱心支持本會為殘疾人士謀福利。



表二 TABLE 2

2015/16年度董事局及委員會委員服務年資  
**Length of Service of Council and Committee Members in 2015/16**

內部監控

內部監控一直是本會管理及營運的重要一環。因此，本會設有完善而具制衡作用的內部監控機制，有利於維護本會資產、持份者利益，以及符合規則和條例、法律或其他方面的要求。本會因應運作及條例的轉變，持續檢視整個內部監控機制，其主要功能簡述如下：

> **管理利益衝突：**董事局委員須於獲委任時就其利益作出一般披露。董事局及委員會委員如在接受任命後發現有任何利益衝突，必須於新一屆任期開始時填寫書面利益申報表。在任內的所有會議上，如發現有利益衝突的情況，董事局委員需要立即通知董事局秘書。同時，本會於審批及招標程序中亦會加載相關提示，提醒本會員工及外間公司均需要申報利益。

Length of Service

In 2015/16, there were a total of 52 volunteers serving the Council (20 members) and 16 Committees (32 members). All Council Members were required to serve at least one committee; 85% of them sat in more than one. In terms of the length of service, 45% of the Council Members have been serving the Society between 5 and 10 years; and nearly 40% of Committee Members have been serving 5 years or above. These figures reflect the appeal of the Society to new and current Council/Committee Members, and also prove their enthusiasm for supporting the Society to fight for the benefits of persons with disabilities.

Internal Control

Internal control, being part and parcel of corporate governance practices, has long been an integral part of the Society's management and operations. The Society's well-established internal control system, with checks and balances, helps safeguard the assets of the Society, the interests of stakeholders, and compliance of rules and regulations, statutory and otherwise. The entire system is always under review to cope with changes in operations and regulations. Key features of the internal control system are described below:

> **Avoidance of conflicts of interest：**Council and Committee Members are required to declare their conflict of interests. They are required to declare their conflicts of interest, if any, at all meetings in addition to a formal written confirmation, and notify the Council Secretary promptly after appointment at the beginning of each term. A note of caution in this regard is also provided in the approval and tendering processes, for both internal and external parties.

> **審批權限機制**：本會自董事局/委員會至執行層面均訂立詳盡審批權限，並嚴格遵從。

> **政策及指引**：本會的政策及指引涵蓋範圍廣泛，以便順利、快捷及有效地完成事務及營運流程。

> **手冊**：手冊包含詳細的解釋，在適當情況下補充政策及指引的內容，涵蓋包括服務單位運作、行政、財務等範疇。這是協助員工以本會期望的方式履行職責的重要文件。

> **檢查**：各個部門特別是財務部，會進行常規、特殊和突擊檢查，確保運作能按照已確立的方式進行，以識別和檢測偏差及有意或無意的失誤，並及時修正，保障本會及員工。

> **匯報**：定期及不定期層層上達至董事局的報告，是內部監控的另一關鍵部分。精簡、準確而及時的報告，有助準確評估各種服務/職能的表現，以便在適當階段作出監控、規劃和發展，並在有需要時採取補救措施。

> **外部評估**：每年社會福利署(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2015/16年度，本會兩所服務單位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。

> **內部評估**：為確保與社署設定的服務標準一致，本會設有內部評估探訪機制，以三年為一周期。每所服務單位於三年內，須由同區其他服務單位的代表進行一次內部評估及探訪。在2015/16年度，共有三所服務單位進行同類型訪問，整體結果令人滿意。

> **Schedule of delegated authorities** : A detailed schedule of delegated authorities for the entire Society from Council / Committee level to operational levels is adopted and tightly adhered to.

> **Policies and guidelines** : Policies and guidelines covering a wide spectrum of activities of the Society are prepared to facilitate smooth, efficient and effective completion of business and operational processes.

> **Handbooks** : Handbooks which contain detailed explanation to supplement policies and guidelines, where appropriate, are also available. They cover all areas, including operations of service units, administration, finance and so forth. These are important documentations intended to assist staff members in carrying out their duties in the manner as desired by the Society.

> **Inspections** : Regular, special and surprise inspections are conducted in various departments, particularly in the Finance Department, to ensure the compliance of the adopted practices and to help in the discovery of deviation and mistakes, intentionally or not, for prompt remedies. These would help protect the Society and its staff members.

> **Reporting** : Regular and ad hoc reporting level by level up to the Council is another important arm of internal control. Accurate and timely reports in concise format are prepared to help relate the performance of various services/functions to appropriate levels for control, for planning, for development, and for taking remedial actions when circumstances so warrant.

> **Reviews by external parties** : The Social Welfare Department (SWD) conducts scheduled as well as surprise review visits to selected service units annually. The SWD also conducts accounting inspection once in two to three years. In 2015/16, two service units of the Society underwent the above review visits. The SWD was highly satisfied with the Society's performance in various aspects. Tse Lo CPA Limited was appointed as our external auditor at the 2015/16 Annual General Meeting to carry out statutory audits of the accounts of the Society and its related companies.

> **Internal reviews** : An internal review visit every three years is in practice with the aim of ensuring delivery of services in line with the criteria set by the SWD. During the period, each service unit has to undergo one internal review visit, which is conducted by representatives of other internal service units within the same region. In 2015/16, a total of 3 service units underwent the said visits and the overall results were satisfactory.

## 風險和不明朗因素

本會與其他機構一樣，正面對著不同的風險和不明朗因素。為了讓各會員了解有關情況，現闡述如下：

> **老齡化**：老齡化的現象是無可避免的。然而，採取適切的措施有助紓緩其帶來的影響。本會與其他康復機構一樣，照顧高齡服務使用者的需要成為了本會工作上的主要挑戰。雙老化的情況亦日漸引起社會關注，即智障人士及其照顧者/父母/監護人也同時步入老齡化。因此，會方於2015/16年度成立了關注智障人士老齡化工作小組，(一)檢討於2011年推出的行動計劃，以識別需要改善的地方及在有限資源下確定計劃內行動的優先次序；(二)探討為服務使用者定期安排健康檢查的可行性，以記錄其健康/老齡化狀況；及(三)搜集服務使用者的人口數據，包括：年齡、殘障類別及家庭背景等，為長遠的服務規劃和資源分配作參考。在評估服務使用者老齡化的情況時，本會將根據上述工作小組的建議制定實際服務計劃，藉以加強服務使用者的能力以面對老齡化的狀況，並提高他們的生活質素。

> **員工繼任**：本會深明員工繼任的重要，尤其是中層至高層管理人員，並預計在未來幾年內達退休年齡的員工數目將不斷上升。有鑑於此，本會於2015/16年度展開繼任規劃，系統地確立對中層及高層管理人員的能力要求，並為員工提供專門培訓，以助填補他們尤其在企業管理方面的能力差距。本會致力發展完善的繼任規劃，期望其穩定性和可持續性讓本會萬一碰上過渡期，亦可將有關干擾降到最低。

## Risks and Uncertainties

The Society faces a number of risks and uncertainties, similar to any other organisations, as enunciated below for Members' understanding:

> **Ageing** : Ageing is inevitable and yet its impact can be softened through adopting appropriate measures. Similar to other rehabilitation agencies, the needs of ageing service users with intellectual disabilities is becoming a major challenge to the Society. Double ageing, a socially concerned situation in which persons with intellectual disabilities and their carers / parents / guardians are becoming old, is an increasingly concern. A working group on ageing of persons with intellectual disabilities was set up by the Society in the year 2015/16 to (i) review the action plan launched in 2011 to identify improvement areas and to prioritise the actions in the midst of limited resources; (ii) explore the feasibility of carrying out health check-up for service users on a regular basis to record their health / ageing condition; and (iii) collect service users' demographic data in terms of age, types of disabilities, family background, etc. for long-term service planning and resources allocation. While reviewing the ageing situation of service users, the Society will formulate practical service plans based on recommendations from the said working group to strengthen service users' abilities to cope with ageing and to enhance their quality of life.

> **Staff succession** : Realising the importance of staff succession particularly for mid-level to senior management and foreseeing the increasing number of staff members reaching their retirement age in upcoming years, the Society started its succession planning in the year 2015/16 to systematically identify the competency requirements of senior and mid-level management, and to provide staff members with professional training in order to fill their competency gap particularly in corporate management. The Society will strive to develop a systematic succession plan that supports its stability and sustainability and brings little disruption to the Society in case of any transitions.



> **扶康家庭服務**：扶康家庭屬本會獨有的非政府資助服務，並獲香港賽馬會慈善信託基金資助營運。信託基金自2008起贊助四所扶康家庭的運作，而該贊助將於2017年3月屆滿。本會將繼續爭取信託基金的支持，亦會尋找不同的資助來源，以維持扶康家庭服務。

因需要配合沙田威爾斯親王醫院的改建工程，位於該醫院員工宿舍大樓的和諧軒將於2017年4月停止服務，而各院友將遷往本會其他的扶康家庭。因此，本會現正積極尋找合適的單位重置和諧軒，以免增加其他扶康家庭宿位的壓力。

> **風險管理**：基於本會多元化的服務及龐大組織架構，在日常營運和管理中難免存在風險，包括為服務使用者提供治療、安排培訓和膳食、售賣由職業訓練生產的貨品、執行社企業務、舉辦籌款及社區共融活動、管理財務及人力資源等。除了安排經驗豐富的員工來監督服務運作及管理，採取合適及足夠的措施作監控，本會亦有購買保險保障會方可能面對的潛在責任。

本會的審核委員會建議檢視於2007年開始採用的風險管理政策及指引，並有系統地建立一套完善的風險管理制度，範圍涵蓋機構及服務層面。會方現正優化風險管理制度，亦是本會2016至2019策略計劃中的項目。有關的檢視工作已開始進行。

> **Casa Famiglia Services**：Casa Famiglia (CF) (Family Care Homes) is a unique service in Hong Kong, supported by The Hong Kong Jockey Club Charities Trust (the Trust), and without government subvention. The Trust has been supporting the four family care homes since 2008, and the current grant will expire by March 2017. While the Trust's continuous support will be sought, the Society will seek diversified sources of donation for the service.

Due to redevelopment of Prince of Wales Hospital, Concordia CF located at the staff quarters building of the Hospital will cease to operate by April 2017. Members of Concordia CF are being placed in other CF family care homes. The Society has been actively seeking new premises to relocate Concordia CF, so that other CF family care homes will not be unduly pressed to increase its capacity.

> **Risk management**：With the Society's multifarious services and operations, it is inevitable that there are risks in all daily operations and administration, including but not limited to: providing treatments/trainings and supplying meals to service users, selling products of vocational trainings, carrying out social enterprise works, holding fund raising and social inclusion events, managing finance, administering human resources, etc. Besides deploying experienced staff to oversee all the operations and administration and adopting appropriate good practices with proper and adequate controls, insurance covers are also arranged to protect the Society for potential liabilities.

The Society's Audit Committee advised that the risk management policy and guidelines adopted since 2007 be critically reviewed, and a sound risk management system covering both corporate and service aspects be systematically developed. The Society has been developing a more refined risk management system, which has become one of the strategic items under the Society's strategic plan for 2016-2019. The work in this regard has already commenced.

> **政府康復政策及相關資助的改變**：在過往數年間，除了每年定期的整筆撥款外，社會福利署還會提供額外資助，以加強員工管理，如允許聘用更多員工以照顧高齡服務使用者，並透過提升員工福利減輕招聘困難等。得到政府持續的資助，加上本會的儲備及謹慎的財務管理，董事局深信本會在康復政策及相關資助方面均沒有重大風險。

## 遵從法定要求

本會一直遵照所有法定要求，亦因應法定程序的變化而進行更新，保持警惕。與本會相關的法例及條文包括：

> **機構管治**：本會恪守《公司條例》（第622章），審計年度財務報表、提交周年申報表、擬備業務審視、就董事局成員更迭作聲明，以及其他適用的公司秘書要求等。而且，《按防止賄賂條例》（第201章）確保全會上下在各方面，特別是在採購程序上，保持廉潔作風。

> **服務提供**：根據《殘疾人士院舍條例》（第613章）<sup>1</sup>，本會採取必要的措施以符合由社會福利署署長管理的發牌制度，從而確保本會宿舍和護理家舍的服務使用者獲得的服務，能令他們在體格、情緒及社交方面均達到可接納的標準。

> **員工聘用**：按《僱傭（修訂）條例》規定，本會作為僱主，須與每位員工簽訂書面僱傭合約，並準時支付薪金、提供法定假日、有薪年假、產假、侍產保障及最低工資等。而本會在挑選和聘用員工的過程中，亦遵守平等機會的《性別歧視條例》、《殘疾歧視條例》、《家庭崗位歧視條例》及《種族歧視條例》。

> **Changes in Government's rehabilitation policies and funding**：In the past few years, besides the regular annual lump sum grants, the Social Welfare Department has provided additional funds to enhance staff management, such as allowing employment of more staff to serve the ageing service users and increasing staff benefits to help alleviate recruitment difficulty. With the on-going funding support from Government and the Society's own reserves, coupled with prudent financial management, Council strongly believes that there would be no major risk in this area.

## Statutory Compliance

The Society is committed to carrying out all statutory requirements, and always vigilant to updates on and changes in statutory compliance. Major laws and ordinances that are relevant to the Society include:

> **Corporate governance**：The Society complies with Companies Ordinance (Cap.622) strictly by conducting annual audit of financial statements, submitting annual returns, preparing business review, making declarations for changes in members (directors) of the Council, and other applicable company secretarial requirements, etc. In addition, according to Prevention of Bribery Ordinance (Cap.201), the Society has ensured corruption-free practices, in particular procurement procedures.

> **Service provision**：According to Residential Care Homes (Persons with Disabilities) Ordinance (Cap.613)<sup>1</sup>, the Society carries out necessary measures to conform to the licensing system administered by the Director of Social Welfare so as to ensure that service users of the Society's hostels and care & attention homes receive services of acceptable standards physically, emotionally and socially.

> **Staff employment**：Complying with the Employment (Amendment) Ordinance, written employment contracts are signed between the Society, as an employer, and each employee. The Society pays wages on time and employees are entitled to such benefits as statutory holidays, paid annual leave, maternity and paternity protection, minimum wages, etc. In addition, the Society selects and hires employees in compliance with the Sex Discrimination Ordinance, the Disability Discrimination Ordinance, the Family Status Discrimination Ordinance and the Race Discrimination Ordinance.

<sup>1</sup>按社會福利署頒發之豁免證書規定，此條例生效前已存在但未能完全符合法例規定的殘疾人士院舍營辦人，可申請豁免證書，預留時間為原有的院舍進行改進，以滿足牌照的要求。

As stipulated in the Certificate of Exemption (CoE) issued by the Social Welfare Department, residential care homes for persons with disabilities (RCHDs) which exist before commencement of the Ordinance and yet are unable to fully comply with the legislative requirements, the operators may apply for a CoE in order to allow time for the existing RCHDs to make improvements for meeting the licensing requirements.

## 促進溝通

本會重視與持份者、政府及市民的溝通。本會對外透過網站及不同的途徑，包括新聞稿、按季出版《扶康通訊》、年報、小冊子及其他刊物、進行問卷調查、舉辦傳媒午宴等，向大眾發放本會最新消息和發展，以加深大眾及政府了解殘疾人士不斷變化的需求、本會服務發展及成果。

本會對內採取雙向溝通，透過董事局/委員會定期會議、各個員工會議、服務單位家長代表和扶康家長會代表，收集不同持份者包括服務使用者及其家人、員工及董事局/委員會委員的意見，與他們保持有效溝通。

## 問責性及透明度

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。本會官方網站經常並定期更新有關營運及表現、企業合作夥伴和義工活動的資訊。本會通訊和年報亦廣泛派發予持份者及相關政府部門、機構及其他非政府團體。投訴會交由負責的管理人員及/或董事局/委員會委員作適時回應及徹查，並採取必要的補救措施及跟進工作。

## Communication

The Society values communication with stakeholders, the Government and the public. The latest news and development of the Society are communicated to the public through the Society's website and various channels including press releases, the quarterly 'Fu Hong Newsletter', pamphlets and other publications, opinion surveys, media luncheons and so forth, to facilitate of the public and the Government towards the changing needs of persons with disabilities, service development and achievements of the Society.

Internally, the Society has adopted a two-way communication to collect views of different stakeholders including service users and their families, staff members and Council/Committee Members through regular Council/Committee meetings, different staff meetings and parent representatives from service units and/or Fu Hong Parents' Association.

## Accountability and Transparency

The Society has clear delegation of authority which facilitates the conduct of businesses and operations. The Council oversees the Society's overall performance, strategic directions and developments in pursuit of the adopted vision, mission and objectives. Senior Management, on behalf of the Council, administers services and supporting operations to implement strategies and projects approved by the Council. Through years of experience, the segregation of duties and authorities between Council/Committees and Senior Management is clearly understood and appreciated by respective parties in the conduct of their obligations and duties.

The Society adopts an open and transparent approach in disclosing relevant information, financial status and otherwise. Information relating to the Society's operation and performance, corporate partnership and volunteer activities on its official website is frequently and regularly updated. Quarterly newsletters and annual reports are also widely distributed to stakeholders, relevant government departments, institutions and other non-governmental organisations. Prompt responses to complaints will be handled by responsible managerial staff and/or Council/Committee Members as appropriate, with proper, thorough investigation and necessary remedial actions for follow-ups.

## 營運效率

本會承諾持續改善營運效率，務求更有效地迎接服務有需要人士帶來的挑戰。在2015/16年度，本會繼續致力於不同的領域提高營運效率，如：職場管理及安全、工作流程、設施及員工培訓與發展。

在職業安全方面，為了提供一個安全及健康的工作環境，本會成立了安全管理工作小組，由高級職業治療師出任總安全主任。在2015/16年度，工作小組共進行了四次內部評估探訪，與單位員工交流意見，以促進及培育職業安全的文化，從而提高工作和營運效率。在回顧年度內，本會的工傷數字較去年度持續下降，同時因嚴重工傷(需取病假多於120日)而損失的總工作日數更有接近四成的跌幅。本會將繼續檢視工傷意外情況，適時就短、中、長期及恆常的措施提出優化建議，以達至零意外的最終目標。

在工作流程上，更換全新的財務管理及人力資源管理系統可支持重組的過程，亦減少投放不必要的人力資源，以達致較高的營運效率。第一階段的工作於2016年7月完成。此外，為了提高行政及營運上的效率和效能，本會持續改善資訊科技設施，提供可靠而穩定的電腦服務及提升工作效率。同時，本會考慮到敏感資料外洩的風險，已加強電腦網絡系統防毒軟件及檢視資訊保安政策和有關指引，以提升員工對電腦網絡保安的關注。

## Operational Efficiency

Continuous improvement in operational efficiency is one of the commitments of the Society in order to cope with challenges more effectively for the delivery of services to the needy. During the year under review, the Society continued to strive for higher operational efficiency in different areas such as workplace management and occupational safety, work procedures, facilities, and staff training and development.

In term of occupational safety, a Working Group on Workplace Safety Management, led by the Senior Occupational Therapist performing as the Chief Safety Officer, has been set up to review service units' operation and safety measures in workplace. In 2015/16, a total of 4 internal safety visits were conducted by the Working Group to arouse staff members' awareness of preventing occupational accidents and maintaining workplace safety. Meanwhile, the number of staff accidents reduced steadily and the number of working days lost caused by serious staff accidents (incurring over 120 days of sick leave) dropped almost 40% comparing to previous year. The Society will continue to keep a close eye on staff accidents and make suggestions on refining short-term, medium-term and long-term measures to achieve the goal of zero accidents.

In term of work procedures, implementing the new financial management system and human resource information system can support the revamped processes and reduce unnecessary manual efforts in order to achieve higher operational efficiency. Phase one implementation of both systems will be completed before July 2016. In addition to achieve higher administrative and operational efficiency and effectiveness, the Society has been improving its IT infrastructure and facilities continuously to provide reliable IT services and enhance work productivity. Considering the risk of leaking sensitive information, the Society has strengthened its anti-virus protection and reviewed IT security policies and relevant guidelines to promote staff members' awareness of IT security.

