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機構管治

Corporate Governance

董事局主席報告 Council Chairman's Report



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自1977年提供康復服務以來，扶康會一直與殘疾人士並肩同行，守護著殘疾人士的福祉，務求令他們生活得更豐盛，並成為社會真正的一份子。對殘疾人士的愛和關懷，不僅是本會服務的基石，更連繫著各持份者的心，致力讓殘疾人士得到適切的服務及實踐參與社會的權利。

在2020/21年，新型冠狀病毒病疫情為香港帶來前所未有的衝擊，本會一方面支援服務使用者及家屬「抗疫」，另一方面積極優化服務，迎接新常態下的各種挑戰，及開拓新的服務模式，以回應疫情下不斷變化的需求。在機構管治方面，修訂了機構管治手冊和檢視及更新了願景和使命，讓本會能持續發展以滿足服務需要。

Since commencing rehabilitation services in 1977, Fu Hong Society has been walking side by side with persons with disabilities and ensuring their welfare so that they can live a fulfilling life that is an integral part of society. Love and care for persons with disabilities are not only the cornerstones of our service, but also the themes connecting the hearts of all our stakeholders. We are committed to providing appropriate services to persons with disabilities and letting them exercise their right to participate in society.

In 2020/21, Hong Kong was dealt with an unprecedented blow by the COVID-19 pandemic. During this period, the Society supported service users and their families in the fight against the pandemic, and actively strengthened its services to meet various challenges in the new normal. We also developed new service models to respond to changing service needs. In terms of corporate governance, the Corporate Governance Manual has been revised, and the updated vision and mission statements will enable the Society to continue developing to meet service needs.

與時並進 提升機構管治 Moving with Times, Strengthening Corporate Governance

制定新的願景和使命

為了回應服務需求，本會在年度內審視了會方的願景和使命，新版本已在2021年1月生效。新的願景表述具體指明，本會致力建立互愛共融的社會，相互尊重和認同彼此的差異。新的使命表述清楚本會的目標，乃秉持「以求為導、以愛同行」的服務精神，讓殘疾人士全面發展潛能，在家庭和社會裡獲得應有的生活質素。

修訂組織章程大綱及章程細則

本會嚴格遵守法定要求及努力恪守相關的監管規定。為確保本會的《組織章程大綱及章程細則》符合《公司條例》(第622章)，並與本會的服務發展保持一致，本會在2020年10月21日舉行之特別會員大會上，通過了採納修訂之組織章程大綱及組織章程細則，有關修訂已獲得公司註冊處及稅務局批准。

強化提名委員會職能

為確保良好的機構管治，本會進行了《機構管治手冊》檢討，加入本會管治政策、程序以及相關法例的最新修訂。有關檢討已於2020年第三季度完成，修訂版《機構管治手冊》將有助提高機構管治效率及成效。此外，本會於2021年初對手冊內提名委員會的職能進行檢討，進一步強化提名委員會的角色及責任，讓提名委員會能更有效地檢討董事局的架構、組成及多元化。

Reformulating Vision and Mission

In response to service needs, the Society started a comprehensive process of reformulating and refining the vision and mission statements during the year. The amended version was adopted in January 2021. In its updated form, our vision statement has been extended to include the Society's commitment to building an inclusive and loving society for all with mutual respect and recognition of individual differences. The new mission statement spells out clearly the Society's aim to uphold the spirit of 'Take the Lead, Meet the Need with Love'. We strive for the advocacy and provision of appropriate rehabilitation services, and to enable persons with disabilities to explore and develop their potential, so that they may enjoy quality life both at home and in the community.

Amendment of Memorandum and Articles of Association

The Society strives to enhance its corporate governance, and has strictly complied with statutory requirements and diligently observed the relevant regulations. To ensure that the Memorandum and Articles of Association (M & A) of the Society comply with the Companies Ordinance (Cap. 622) in Hong Kong and align with our development, the amended version of the M & A was adopted at the Extraordinary General Meeting held on 21 October 2020. The amendment has been approved by the Companies Registry and the Inland Revenue Department respectively.

Strengthening Role of Nomination Committee

To ensure sound corporate governance, the Society has conducted a review of the 'Corporate Governance Manual' by including the latest governance policies and procedures of the Society, and related laws. The review was completed in the third quarter of 2020. The updated 'Corporate Governance Manual' will help to improve the efficiency and effectiveness of the organisation's corporate governance. In early 2021, the Society reviewed the functions of the Nomination Committee to further clarify its role and responsibilities. With the review and amendment in place, the Nomination Committee can review the structure, composition and diversification of the Council more effectively.

改善人力資源

本會因應服務需要、社會需求及按財政承擔能力作為檢視基礎，在董事局支持下，在機構層面增設一名護士主任以提升護理質素，並把大部分前線時限職位納入正規編制，加強前線人手的穩定性，有助提供更質素的服務。此外，護士主任亦會到各服務單位探訪，了解各單位護理工作的情况，並就護理服務在行政、醫護知識、藥物管理及急救技巧等方面提供建議，旨在持續提升護理服務的質素。

執行內部審計

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分析及獨立評估。於2020/21年度訂下的內部審計項目，包括人事管理及採購和付款程序已經順利完成，並向審核委員會提交報告及改善建議，以進一步鞏固風險管理框架及內部監控系統。

加強風險管理

本會的機構風險管理系統在經過一段時間的運作後，各級管理人員及服務單位的風險管理意識均有所提高。為了能更有效監察本會的風險管理，機構風險登記冊於本年度進行了重要更新，把與服務運作相關的風險項目轉移至單位風險登記冊，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，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。

Optimising Human Resources

By considering service needs, social needs and financial affordability, the Society, with the support of the Council, onboarded a Nursing Officer at the agency level to improve the quality of care services. The Society also absorbed many frontline time-limited positions into its formal staff establishment to stabilise frontline manpower capacity and enhance service quality. In addition, the Nursing Officer will visit different service units to review nursing care work, and to provide advice on nursing services in terms of administration, medical knowledge, drug management, first aid skills and so on, with the aim of optimising the quality of nursing services at the Society continuously.

Executing Internal Audit

To improve corporate governance, the Internal Auditor analyses and evaluates the organisation's risk management and internal control systems regularly and independently. In 2020/21, items in the internal audit plan including personnel management, procurement and payment procedures have been successfully audited. Reports and improvement suggestions have been submitted to the Audit Committee to further strengthen the risk management framework and internal control system.

Strengthening Risk Management

Since the enterprise risk management system of the Society has operated for a period of time, risk awareness of managers at all levels and service units has been enhanced. To monitor risk management more effectively, we updated the Corporate Risk Register this year. Risk items related to service operations have been transferred to the Unit Risk Register, and the service units will conduct a localised review on risk items. This gives the Society more flexibility when evaluating operational risks so as to better meet the needs of different regions and units. The management of risk items related to service operations can also be strengthened that way.

實踐策略 擴闊服務模式 Implementing Strategy, Expanding Service Model

推行2019至2022年策略計劃

本會的2019至2022年策略計劃，已於2020/21年度進入第二年運作。在所有策略性項目中，除了「建立義工管理系統」一項因疫情影響而有所延誤外，其餘項目均達到主要成效指標。而四大策略性方向及九個策略性項目經檢討和調整後，將繼續於2021/22年度推行。

建立樂活老齡模式

本會制訂樂活老齡服務模式，積極為服務使用者作好準備，協助他們應對老化過程中的各種挑戰，並能享受樂齡生活。本會服務模式從健康管理、預防受傷、運動、社交連繫及健康飲食等方面出發，推展至各項活動及服務。會方除了製作通訊向員工推廣「樂活老齡」模式外，亦延續外購營養師計劃，及舉辦烹飪比賽以增加單位員工對服務使用者餐膳的關注。為了收集更多數據以應對服務使用者老齡化的需要，會方正進行「智障服務使用者的照顧需要調查」，期望單位更能掌握服務使用者在照顧上的需要以制訂介入策略。

善用「樂齡及康復創科應用基金」

面對服務使用者老齡化，服務單位推行多項針對高齡服務使用者需要的服務計劃，同時善用樂齡及康復創科應用基金的資助添置照顧器材及訓練設備，以提升高齡服務使用者的身體機能及生活質素。在未來日子，會方將繼續善用科技產品加強自動化，以改善服務運作及提高效率。

Implementing Strategic Plan 2019–2022

The implementation of the Society's Strategic Plan 2019–2022 came to its second year in 2020/21. All the strategic initiatives, with the exception of the 'Development of Volunteer Management System' which was temporarily delayed due to the epidemic, have met the requirements of their key performance indicators. After review and adjustment, nine strategic initiatives in four strategic directions will proceed and be implemented in 2021/22.

Establishing Active Ageing Model

The Society is establishing an active ageing service model to prepare service users to face challenges in the ageing process and to enjoy active ageing. The service model covers health management, injury prevention, exercise, social connection and healthy eating, and it is integrated into various activities and services. Apart from producing newsletters to promote the Active Ageing Model to our staff, the Society has also continued procuring external consultation services of nutritionists and organised cooking competitions to raise the awareness of staff in the area of service users' dietary needs. In order to collect more data to meet the ageing needs of service users, the Society is conducting a study on 'Caring Needs of Service Users with Intellectual Disabilities'. We believe that the service units will deepen their understanding of the service users' caring needs and craft appropriate intervention strategies.

Making Good Use of Grants from Innovation and Technology Fund for Application in Elderly and Rehabilitation Care

To cope with the ageing needs of service users, our service units implemented various service projects catering for the needs of ageing service users and, at the same time, making good use of the grants from the Innovation and Technology Fund for Application in Elderly and Rehabilitation Care to purchase various technological care and training equipment so as to enhance ageing service users' physical health and quality of life, enabling them to enjoy a healthy and fruitful life in late adulthood. In the future, the Society will continue making good use of technology to increase automation to improve service operations and increase efficiency.

推行「國際功能、殘疾和健康分類」系統

在會內推行「國際功能、殘疾和健康分類」系統（簡稱「ICF」）的工作已踏入第二年，每位個案協調員所負責的個案數目均有所增加，而本會兩個新服務單位「啟悅成人訓練中心」及「啟康之家」，更已全面推行ICF。香港中文大學社會工作學系助理教授黃敬歲教授於2019年6月展開調查研究，探討本會員工在實施ICF的過程中能否增加信心和技巧掌握，有關研究已於2020年底完成。研究數據顯示，ICF的推行能有效促進跨專業合作，而參與ICF計劃的員工在工作知識、自信心及能力方面亦有所提升。

推廣共融藝術

本會的專職藝術導師，因應服務使用者的能力和興趣，讓他們體驗不同藝術媒介，及發展藝術潛能。本會定期舉辦共融藝術展覽和才藝造星比賽等活動，積極協助有潛質的服務使用者展現他們的藝術天分。此外，亦舉辦共融藝術活動，讓社區人士與服務使用者透過共同參與藝術活動，促進社會共融。本會於年內分別獲得「殘疾人士藝術發展基金」及「伊利沙伯女皇弱智人士基金」撥款開展新的藝術項目，讓更多殘疾人士在藝術上發揮所長。

建立關愛家庭服務模式

為持續提升家舍的生活質素，本會引入和推行「關愛家庭生活模式」，提倡五大元素，包括：正向互動、培育成長、情感福祉、身體和物質福祉，及個人支援，目的是提供一個關愛、安全、舒適的家庭式生活環境，讓服務使用者享有更多個別支援服務，成員間互相幫助和關懷。本會部分服務單位已作先導採用關愛家庭服務模式，期望在三年內可以全面推行所有元素。

Implementing International Classification of Functioning, Disability and Health (ICF) Framework

The ICF framework was implemented at the Society for the second year. The number of cases each case coordinator is responsible for has been increased. Two new service units, namely Kai Yuet Adult Training Centre and Kai Hong Home, have fully implemented the ICF framework. Prof. WONG King Shui, Phyllis, Assistant Professor of the Department of Social Work, The Chinese University of Hong Kong, conducted a survey in June 2019 to find out whether the Society's staff have gained more confidence and skills in implementing ICF. The research was completed at the end of 2020. Research data showed that the implementation of ICF effectively promoted trans-disciplinary collaboration, and the staff participating in the ICF implementation also improved in terms of work knowledge, self-confidence and ability.

Promoting Social Inclusion Through Art

With the aim to unleash the potential and develop the talent of persons with disabilities in arts, the Art Workers will facilitate the service users to experience different forms of art activities based on their interests and abilities. The Society actively encourages service users to develop their artistic potential through the regular activities it organises, including inclusive art exhibitions and talent star competitions, so as to demonstrate the artistic talent of service users. Social inclusion can also be enhanced through the participation of service users and members of the community in the well-designed Inclusive Art Activities. This year, the Society is honoured to receive funding support from the 'Art Development Fund for People with Disabilities' and 'Queen Elizabeth Fund for the Mentally Handicapped' to launch new art projects for more persons with disabilities to develop their artistic talents.

Developing Family Care Home Service Model

To improve the quality of life at hostels, the Society has introduced and adopted a 'Family Care Home Model' in which five elements are involved. They include positive interaction, personal growth, emotional well-being, physical and material wellness, and individualised support. The purpose is to provide a caring, safe and cozy home living environment where service users are facilitated to develop mutual help and are able to enjoy more individualised support services. Some of our service units have conducted pilot trials with the Family Care Home Model, and we expect all elements of the model to be fully implemented at the other service units within three years.

敢於嘗試 持續拓展服務 Be Bold to Try, Expand Services Continuously

開展「樂誼居」共融房屋 先導計劃

本會「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社區人士提供合理租金的居住環境，提升他們的生活質素，並讓他們有共同生活及相處的機會，藉此促進社會共融。「樂誼居」位於香港西灣河利基大廈「健持之家」舊址，合共提供十四間獨立套房，第一批租戶已於2021年6月份遷入。「樂誼居」將會定期舉行共融活動，並設立溝通平台，促進租戶間之聯繫。

深化家庭支援服務

本會藉著「愛·共行」家庭支援先導計劃的服務成果和經驗，成功向香港賽馬會慈善信託基金申請撥款，獲資助一千四百多萬港元，開展為期三年的賽馬會「樂在照顧」計劃——扶康會家庭支援服務，預計每年為一百五十個家庭提供服務。目標是支援特殊需要的離校生和青年、改善家庭成員的精神健康，以提升家庭成員之間的自我支援能力和互相幫助，恢復及維護家庭功能，以應對照顧特殊需要家庭成員所帶來的壓力和困難。

應用「國際功能、殘疾和 健康分類」於個案管理系統

本會把優化的個案管理系統(CMS)，與ICF「以人為本」的框架相融合，以全方位評估個案現況及排列服務使用者的需要，提高服務規劃、實施、監察和評估的效率和成效，並讓跨專業員工共享平台和加強協作，提供適時的介入治療。而站在機構層面，ICF在個案管理系統上的應用，能讓會方更了解整體服務需要及制訂工作方向，有助規劃服務及分配資源。

Launching 'Joyful Place' Inclusive Housing Pilot Project

The 'Joyful Place' Inclusive Housing Pilot Project is the sole non-profit transitional housing scheme pioneered by Fu Hong Society. The project aims to promote social inclusion through the provision of a co-living environment in the community for singles with and without disabilities at a reasonable rent. Inclusive Housing is a housing model tailor-made to allow persons with disabilities to co-live with ordinary citizens such that social inclusion can be enhanced through their daily interactions, as well as sharing and mutual support made possible by our specially designed co-living environment and programmes. 'Joyful Place' is located on the premises of the former Priscilla's Home in Sai Wan Ho and it provides 14 rooms. The first batch of tenants moved in in June 2021. 'Joyful Place' will hold inclusive activities regularly and set up communication platforms to cultivate good relationships among the tenants.

Strengthening Family Support Services

Owing to the good results and experience of the 'By-Your-Side' Family Support Pilot Project, the Society successfully sought HK\$14 million as funding support from the Hong Kong Jockey Club Charities Trust Fund to implement the 'Jockey Club C·Care Programme – Fu Hong Society Family Support Service' for three years. We expect the services will benefit 150 families annually. The aim of the project is to support school leavers and youth with special needs, improve the mental health of their family members, and enhance self-support and mutual help among family members in order to restore and maintain family functions. Thus, caregivers of persons with special needs can overcome the difficulties and relieve some of their pressure.

Application of ICF in Case Management System

The case management system (CMS) has been integrated with the people-oriented ICF framework for better evaluation of cases and to better prioritise the needs of service users in a more comprehensive way. This can improve the efficiency and effectiveness of service planning, implementation, supervision and evaluation, and enable cross-disciplinary staff to share a platform and strengthen their collaboration in providing timely intervention. From the organisational perspective, the application of ICF in the case management system can help the Society better understand overall service needs and set the work direction, and this facilitates service planning and resource allocation.

推動社會企業發展 增加殘疾人士就業機會

本會轄下的社會企業自2003年起成立了空氣消毒及滅蟲隊伍，提供專業的噴灑空氣消毒噴霧服務，於得知香港科技大學成功研發 GERMAGIC 殺菌塗層後，便主動申請成為 GERMAGIC 塗層專業服務團隊。該服務團隊由健全人士及殘疾人士組成，既能協助市民抗疫，更可造就殘疾人士就業的機會，為社會創造雙贏。此外，社會企業獲「伙伴倡自強計劃」撥款擴充服務，正計劃開設實體店銷售防疫及消毒用品，同時亦獲「遙距營商計劃」支持設立網上平台售賣服務使用者手工製品，展現殘疾人士的能力。

新服務單位投入服務

本會在觀塘啟能綜合康復服務大樓的兩個新增服務單位「啟悅成人訓練中心」和「啟康之家」已於2020年6月中投入服務，合共提供一百個住宿服務名額及五十個日間服務名額，「啟康之家」另有五個嚴重殘疾人士日間照顧服務名額。雖然去年疫情嚴峻，但收納服務使用者的進程從未鬆懈，兩個新服務單位均能於提供服務的同時保障服務使用者的健康，並做好防疫措施，實在非常難得。

Promoting Social Enterprises to Increase Employment Opportunities for Persons with Disabilities

Hong Yung Services Limited (Hong Yung) is a social enterprise set up by the Society. In 2003, a team was developed to provide air-disinfection and pest-control team services, which has been widely welcomed by customers. Learning that the GERMAGIC Multilevel Antimicrobial Polymer coating has been developed by The Hong Kong University of Science and Technology (HKUST), Hong Yung applied forthwith to become a GERMAGIC Coating Specialist. As a GERMAGIC Coating Specialist, Hong Yung can make contributions to the fight against the COVID-19 virus and at the same time further expand employment opportunities for persons with disabilities. In addition, our social enterprises have received funding support from 'The Enhancing Self-Reliance Through District Partnership Programme (ESR)' to expand their services, and they are planning to set up a physical store to sell anti-epidemic and disinfection products. Meanwhile, they are supported by the 'Distance Business Programme (D-Biz Programme)' in their effort to set up an online platform to sell products handmade by service users to demonstrate the abilities of persons with disabilities.

New Service Units Commencing Services

The two new service units, namely Kai Yuet Adult Training Centre and Kai Hong Home, located at the Kai Nang Integrated Rehabilitation Services Complex in Kwun Tong, commenced operations in mid-June 2020. They provide residential services to 100 persons and day training services to 50 persons. Kai Hong Home also provides day care services for persons with severe disabilities to 5 persons. Although the epidemic situation was severe in the past year, efforts to bring in more service users were sustained. It is very encouraging that the two new service units could maintain a balance between providing services and protecting the health of service users by implementing effective prevention measures.

疫情亦情 推動社區關懷 Sharing Love in Pandemic, Promoting Care in Community

群策群力 抗疫防疫

新型冠狀病毒病蔓延全球，嚴峻的疫情為服務提供帶來考驗。縱使有個別服務單位的員工、服務使用者及家人受到感染，但在管理層、專業人員以至前線員工上下齊心和眾志成城的努力下，不僅維持具質素的服務，更能凝聚團隊士氣，深得持份者讚賞，抗疫經驗更為本會贏得獎項。

以人為本，拉近距离，送上溫暖

住宿服務在過去一年，雖然為避免交叉感染和減低家人朋友往返途中受感染的機會，而暫停了家屬探訪的安排，但透過利用平板電腦，宿舍定期安排服務使用者與親友視訊會面，閒話家常；更設置了特別探訪區，讓家人可直接互相問好，令關愛不因疫情而中斷，做到「心近身遠」。而社區支援及日間服務單位方面，員工應用資訊科技及遠程會議軟件，舉行視像訓練及舉辦網上親子活動等，在疫情中仍持續與服務使用者及家人聯繫、分享資訊及提供訓練。

除了以資訊科技為服務使用者及家長提供支援之外，本會的天水圍地區支援中心及康晴天地的員工，更因應社區中生活的殘疾人士家庭在物資上的短缺，親自上門慰問，和送上防疫及生活物資，協助他們渡過「疫境」。

網上學習「停課不停學」

幼兒階段是小朋友發展的黃金時期，在疫情期間，如果完全停止訓練，小朋友的發展可能大受影響；本會的特殊需要兒童及發展障礙服務，自疫情以來，不但持續提供視像教學，還製作了不少教學影片，並預備了教材，供家長免費下載使用，以便他們與小朋友在家進行訓練，做到「停課不停學」。而牽蝶中心製作的Hin Dip Channel，亦提供了一個網上教學的平台，讓小朋友在家繼續學習。

Uniting to Fight Against COVID-19

The coronavirus disease has been spreading around the world and posed extraordinary challenges to the provision of services. Even if the staff, service users and family members of individual service units were infected, the management, professionals and frontline staff joined forces to maintain our services and boost our team morale. This was highly appreciated by our stakeholders. Our anti-epidemic experience has also brought the Society awards.

Narrowing Distance, Delivering People-Oriented Care

In terms of residential services, visiting arrangements at the hostels were temporarily suspended to prevent cross infection and to minimise family members' risks of being infected during their commute. In order to relieve their homesickness and help them maintain close ties with their families, our staff provided tablets for service users to make video calls to their family members and friends. Community support and day service units have made use of information technology and remote conferencing software to hold online training and even parent-child activities, which have proven to be an effective way to connect service users with their families.

In addition to online support to the service users and their parents, our staff from Tin Shui Wai District Support Centre and Sunrise Centre also visited and delivered anti-epidemic supplies and daily necessities to the service users living in the community, being our token of our care to them in this hard time.

Suspending Classes Without Suspending Learning — e-Learning

The pre-school stage is a golden period of children's development. Suspension of training would hinder the development of children. Our services for children with autism spectrum disorders and developmental disabilities created online educational videos and produced teaching kits for parents to download from our social media platforms, so that parents could conduct training for their children with special needs at home. We call that 'Suspending Classes Without Suspending Learning!' Hin Dip Centre also created an online teaching platform called Hin Dip Channel for children to learn at home.

總結 Conclusion

過去一年，本會在「疫」境之中仍持續進步，不斷拓展服務領域及深化服務內容，為殘疾人士的福祉努力，推動社會共融。作為一間為殘疾人士提供服務的復康機構，肩負著保障服務使用者安全及身心健康的重任，尤其共有超過三千名服務使用者分別居於本會院舍或在不同服務單位受訓。本會各級員工在防疫措施、調整服務、聯繫家屬和安排探訪上都堅守崗位、群策群力地為服務使用者的福祉而努力，務求將把關的工作做到最好。

我很榮幸能夠與會長、副會長、神師、董事局及委員會委員一同共事，並感謝他們在各專業領域上對本會的支持及無私奉獻。同時，我謹代表董事局感謝全體員工克盡己任，充份發揮協同效應及專業精神。

最後，我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。

In the past year, the Society kept its growth despite the pandemic situation. We continued expanding and strengthening our services, working hard for the well-being of persons with disabilities and promoting social inclusion. As a rehabilitation organisation that provides services for persons with disabilities, we shoulder the responsibility of ensuring the safety, and physical and mental health of our service users — there are more than 3,000 service users living in our hostels or receiving training at various service units. Staff at all levels of the Society dutifully implemented COVID-19 preventive measures, adjusting services and contacting family members, as well as arranging visits. We have endeavoured for the well-being of our service users, and striven to do our best in reinforcing precaution.

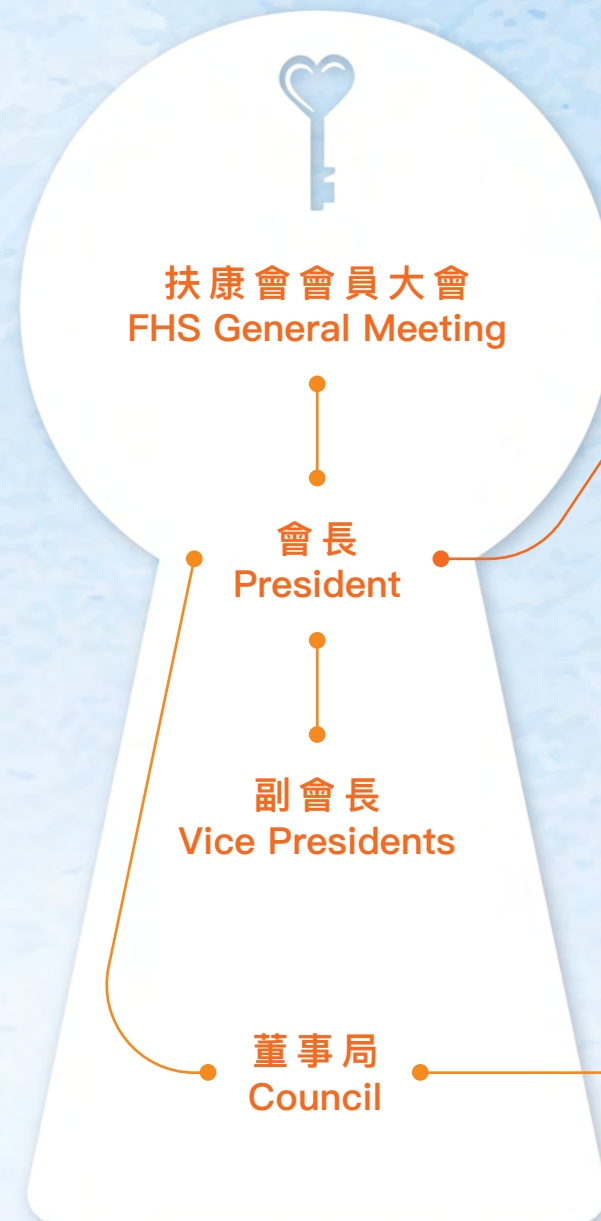
I am deeply honoured to have the opportunity to work with our President, Vice Presidents, Spiritual Adviser, and members of the Council, Committees and Advisory Panels. I am grateful for their support and selfless dedication to the Society in their respective areas of expertise. At the same time, on 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 least, on behalf of the Society, I would like to extend our heartfelt gratitude to the HKSAR Government and all Government departments, the Lotteries Fund, The Hong Kong Jockey Club Charities Trust, all donors, individuals and organisations, and all volunteers. Your staunch support and generous donations have made it possible for the Society to ensure that the 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。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 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:



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 FHS '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
- 專職醫療服務
Allied Health Services
- 關愛家庭服務⁴
Family Care Home Services⁴
- 自閉症及發展障礙人士服務
Services for Persons with Autism Spectrum Disorders and Developmental Disabilities
- 社會企業
Social Enterprises
(透過康融服務有限公司管理)
(Managing through Hong Yung Services Limited)
- 家庭支援服務
Family Support Services

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，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 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56至96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 56 to 96 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
林鄭月娥女士 大紫荊勳賢, GBS
Chief Executive of HKSAR
The Honourable
Mrs. Carrie LAM CHENG Yuet Ngor GBM, GBS

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 SBS, MH, JP
Mr. HUI Chung Shing
Herman SBS, MH, JP

主席 Chairman



施家殷先生 MH
Mr. SZE Kyran MH

副會長 Vice President



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

副會長 Vice President



林余佩馨女士
Mrs. LAM YUE Pui Hing Eleanor

副主席 Vice Chairman



林小玲女士 MH
Ms. LAM Siu Ling MH

義務秘書 Hon Secretary



陳雪湄女士
Ms. CHAN Suet Mei Jane

義務司庫 Hon Treasurer



錢國強先生
Mr. CHIEN Kwok Keung Kenny

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



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



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



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 30/6/2021)

董事局主席
Council Chairman

委員會及顧問小組主席
Committee and Advisory Panel Chairman

委員會委員
Committee Members

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

	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
施家殷先生, MH Mr. SZE Kyran, MH															
林小玲女士, MH Ms. LAM Siu Ling, MH															
陳雪湄女士 Ms. CHAN Suet Mei Jane															
錢國強先生 Mr. CHIEN Kwok Keung Kenny															
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															
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															
陳曉峰先生, MH, JP Mr. CHAN Hiu Fung Nicholas, MH, JP															
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															

常設委員會
Standing Committees

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

	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		
劉志強博士 Dr. LAU Chi Keung														AC	審核委員會 Audit Committee
劉詩韻測量師, JP Sr. LAU Serena, JP														BD&MC	建築拓展及 維修委員會 Building Development & Maintenance Committee
鄧華耀先生 Mr. TANG Wah Yiu Keith															
李世昌先生 Mr. LI Sai Cheong Barry														CPD	策劃及發展委員會 Committee on Planning and Development
林國偉先生 Mr. LAM Kwok Wai Denny														F&IC	財務及投資委員會 Finance & Investment Committee
王明燦醫生 Dr. WONG Ming Cheuk Michael														HRC	人力資源委員會 Human Resources Committee
李燕瓊教授 Prof. LEE Yin King Linda														NC	提名委員會 Nomination Committee
陳靖逸先生 Mr. CHAN Ching Yat Roy														SMC	服務監察委員會 Services Monitoring Committee
王陳芝英女士 Mrs. WONG CHEN Chi Ying														TB	招標委員會 Tender Board
石楊小玲女士 Mrs. SHEK YEUNG Siu Ling														BBHK	「香港最佳老友」 運動顧問小組 Advisory Panel on FHS 'BEST BUDDIES HONG KONG' Movement
吳錫汶女士 Ms. NG Shik Man														CR&D	機構傳訊及資源發 展顧問小組 Advisory Panel on Corporate Communications and Resources Development
梁郭淑燕女士 Mrs. LEUNG KWOK Sok Yin														CMHS	社區精神健康服務 顧問小組 Advisory Panel on Community Mental Health Services
陳秀蘭女士 Ms. Chan Sau Lan														I&CT	資訊及通訊科技 顧問小組 Advisory Panel on Information and Communication Technology
陸亞芳女士 Ms. LUK Ah Fong														SOHK	港外服務顧問小組 Advisory Panel on Services Outside Hong Kong
阮林瓊娜女士 Mrs. YUEN LAM King Na														HYS	康融服務有限公司 董事局 Council of Hong Yung Services Limited
鄧婉華女士 Ms. TANG Yuen Wah														Agape	友愛之家協會有限 公司董事局 Council of Agape Society Limited
陳芳女女士 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															

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


























(截至 As at 30/6/2021)

		中區及南區 Central & Southern	沙田、觀塘及港島東區 Sha Tin, Kwun Tong & Hong Kong Island East
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 RCLATC		
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 RCLATC		
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		
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 / 禾輦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 / 禾輦成人訓練中心家長代表 Parent Representative of CSATC / WCATC		

小組委員會主席
Sub-Committee Chairman

小組委員會副主席
Sub-Committee Vice Chairman

小組委員會委員
Sub-Committee Members

		荃葵青及九龍西區 Tsuen Wan, Kwai Tsing & Kowloon West	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		
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		
鄭坤儀女士 Ms. KWONG Kwun Yee	麗瑤成人訓練中心家屬代表 Family Member 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		
馮鈺連女士 Ms. FUNG Yuk Lin Pamela	祖堯成人訓練中心家長代表 Parent Representative of CYATC		
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		
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		
陳麗英女士 Ms. CHAN Lai Ying	賽馬會石圍角工場 / 輔助就業服務家長代表 Parent Representative of JCSWKW / SE		
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		
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		
石楊小玲女士 Mrs. SHEK YEUNG Siu Ling	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		
徐偉瑛女士 Ms. TSUI Wai Ying	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		
何家明先生 Mr. HO Ka Ming	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		
魏婉玲女士 Ms. NGAI Yuen Ling	柔莊之家家長代表 Parent Representative of YCH		

機構管治工作 Corporate Governance Practices

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2020/21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 2020/21.

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 and 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 entrust the 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 Meeting, to support the Council in leading Senior Management to achieve the vision, mission and objectives of the Society.

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。為進一步優化管治，本會於本年度內進行了機構管治手冊之修訂，內容包括委員會/顧問小組成員人數、主要職能和責任等，並修訂了對委員會/顧問小組成員加入董事局之要求。

在2020/21年度（截至2021年6月30日），整體委員會/顧問小組會議的平均出席率超過八成半。

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 member for joining the Council.

The overall average attendance rate at the Committee and Advisory Panel meetings in 2020/21 was over 85% (as at 30 June 2021).

內部監控及風險管理 Internal Controls and Risk Management

本會的內部監控檢討工作由獨立的內部審計經理負責。年內完成的內部審計項目包括員工招聘、甄選及聘用，以及採購程序等。期間未有發現嚴重的內部監控問題。管理層亦接納由內部審計經理提出改善流程的審計建議，並落實執行。

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，以及符合法規和條例的要求。本會因應運作及條例的轉變，持續檢視內部監控機制，並因應風險的性質及程度進行定期的評估。

有效的風險管理是會方達致策略目標的必要元素，本會於兩年前建立了機構風險管理框架，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。

在機構風險管理框架下，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。

本會自設立機構風險管理制度以來，已編製機構層面及服務單位內部風險紀錄冊，分別記錄已識別的風險項目及應對方案。於2020/21年度，機構風險登記冊進行了重要改革，把與服務運作相關的風險項目地域化，讓服務單位在制定單位風險登記冊時具有更大彈性，以切合不同地區及單位的需要，本會並會為服務經理提供進一步培訓。

The Internal Audit Manager is responsible for the independent review of internal controls. Internal audit in areas such as staff recruitment, selection and appointment, and a review of procurement procedures were conducted. No significant control gaps were found. Recommendations for process enhancement made by the Internal Audit Manager were well accepted by Management for implementation.

The Society's well-established internal control system of checks and balances safeguards the assets of the Society and the interests of stakeholders. It also ensures compliance with the requirements of statutory rules and regulations. The entire system is under regular review and evaluation according to risk nature and levels in response to operational and regulatory changes.

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

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

Since the inception of the ERM System, the corporate-level risk register and service unit-level risk register have been maintained to keep track of the handling of identified risks and mitigation plans. In 2020/21, major changes were made to the Corporate Risk Register. To cater for the needs of individual service units and service districts, localisation of risk items was implemented to give service units more flexibility in designing their own risk registers. Further training would be provided to the service managers.



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特別探訪，以及進行兩至三年一次的財務審計。在2020/21年度，本會的機構言語治療服務及機構臨床心理服務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。

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。如有投訴，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。

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》、年報及其他刊物，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。

The SWD conducts regular reviews and special visitation to selected service units annually. The SWD also conducts accounting inspection once every two to three years. In 2020/21, the SWD visited our Agency-Based Speech Therapy Services as well as the Clinical Psychological Services, 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 related companies in this fiscal year at the Annual General Meeting.

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 newsletters and annual reports are published as well. Complaints, if any, are handled promptly by the relevant managerial staff, or Council/ Committee members with thorough investigation. Remedial actions are taken where necessary.

Latest news and development of the Society are shared through the Society's website, the Fu Hong Newsletter, our Annual Report and other publications. 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. Within the Society, we collect the views of different 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 (Teams or Zoom) and in-person channels with a limited number of participants, in order to comply with the anti-epidemic measures of the Government and safeguard the safety of participants.

企業管治交流 Corporate Governance Exchange

本會董事局委員出席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，本會董事參與的企業管治活動共有十個，其中包括：「新冠疫情中的非政府機構管治實務」、「符合公司條例的混合模式周年大會」及「非政府機構的個人資料私隱保障」等網上研討會。

本會董事局義務秘書參與由香港社會服務聯會「非政府機構董事會網絡計劃」成立的專家小組，提供指導編撰《非政府機構財務管治簡明指南系列》，以協助非政府機構提升財務管治能力。首三冊包括《非政府機構儲備簡明指南》（第一修訂版）、《非政府機構投資簡明指南》（第一修訂版）及《非政府機構財務管治及管理簡明指南》已經出版，而第四冊《非政府機構財務報告及披露簡明指南》將於明年第一季完成。

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「國際健康功能及身心障礙分類系統」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，優化後的內聯網於應用上更為簡便，員工能更有效地進行溝通、傳遞資訊和分享知識，促進團隊合作及提升工作效率。預期優化後的個案管理系統將於2022年第三季推行，而優化後的內聯網（第一期）亦將於本年第三季完成。

Council members attended in a wide range of professional development seminars on corporate governance practices to keep abreast of the latest development. These included seminars and conferences organised by government authorities, professional bodies and industry organisations. The topics included corporate governance, laws, rules and regulations, accounting practices, financial management and other professional skills. They also provided the opportunity for professionals from different fields to exchange and share corporate governance experience. This year, our Council members participated in ten corporate governance activities which included 'NGOs' Governance Practices Amidst COVID-19', 'Hybrid AGM under the Companies Ordinance' and 'Protection of Personal Data Privacy for NGOs' on-line seminars, amidst others.

The Hon. Secretary of the Council of the Society participated in the Expert Group formed under the 'NGO Governance Platform Project' of the Hong Kong Council of Social Service, providing guidance to develop the 'Concise Guide Series on Financial Governance of NGOs'. The first three Guides, namely 'A Concise Guide on NGO Reserves' (1st Rev.), 'A Concise Guide on NGO Investment' (1st Rev.) and 'A Concise Guide on NGO Financial Governance and Management' have been published, with the fourth one 'Concise Guide on Financial Reporting and Disclosure' to be completed in the first quarter of next year.

The Society is further optimising its Case Management System (CMS) and Intranet with a grant obtained from the Social Welfare Development Fund by applying 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 collaboration of inter-disciplinary professionals in providing timely interventions in therapy. The optimised version of Intranet will also be easier to use, helping staff to communicate, transfer information and share knowledge more effectively, promoting teamwork and increasing work efficiency. The optimised CMS is expected to be launched in the third quarter of 2022, while the Intranet (1st phase) will be completed in the third quarter after optimisation this year.



策略計劃 Strategic Plan

本會制訂了三年的策略性計劃（2019年 – 2022年），包括四個策略性方向

- i) 強化社會共融、
- ii) 提升殘疾人士的家庭生活質素、
- iii) 提升樂活老齡、
- iv) 提升國內康復服務從業員的知識和技巧，及十一個策略性項目，每個項目亦訂有策略性目標、行動計劃及主要成效指標。

本會持續採用邏輯模式，系統地分析服務使用者的需要及制定清晰目標和評估，以能提供更到位的服務予殘疾人士及其家庭。同時，本會亦積極推行項目評估，以檢視活動成效及影響，作為服務策劃及介入的參照。

The Society has formulated a three-year strategic plan (2019–2022), which includes four strategic directions, namely:

- i) strengthening social inclusion,
- ii) improving the quality of family life of persons with disabilities,
- iii) encouraging active ageing, and
- iv) enhancing the knowledge and skills of our rehabilitation service practitioners from mainland China, together with 11 strategic items, each with strategic objectives, plans and key performance indicators.

The Society utilises a Logic Model to systematically analyse the needs of service users, set clear targets, evaluate, and provide more in-place services for persons with disabilities and their families. At the same time, the Society conducts service reviews actively, re-examining service outcomes which act as reference for the planning of services and interventions.

