



G A M E
良 管 善 治
Governance and Management
Excellence for Public Benefit

Induction Workshop for NGO Directors

- Sharing on CFSC' s Corporate Strategic Planning
 - Kwok Lit-tung
 - Chief Executive (CFSC)
 - 3 March 2018



基督教家庭服務中心

Christian Family Service Centre

- Established in 1954 by a United Presbyterian missionary, to help Mandarin speaking refugees.
- At 2016-17
 - 70+ service units
 - Total income: \$491 million
 - 1300+ staff members
 - A Board with 15 members

Strategic Planning Process:

- Initiation
- Formulation
- Consultation
- Endorsement
- Approval

Board' s role in CFSC' s Strategic Planning Process:

□ Initiation

- Dual strategist (CEO & Board Chair)

□ Formulation

- Opportunities for Board members' participation

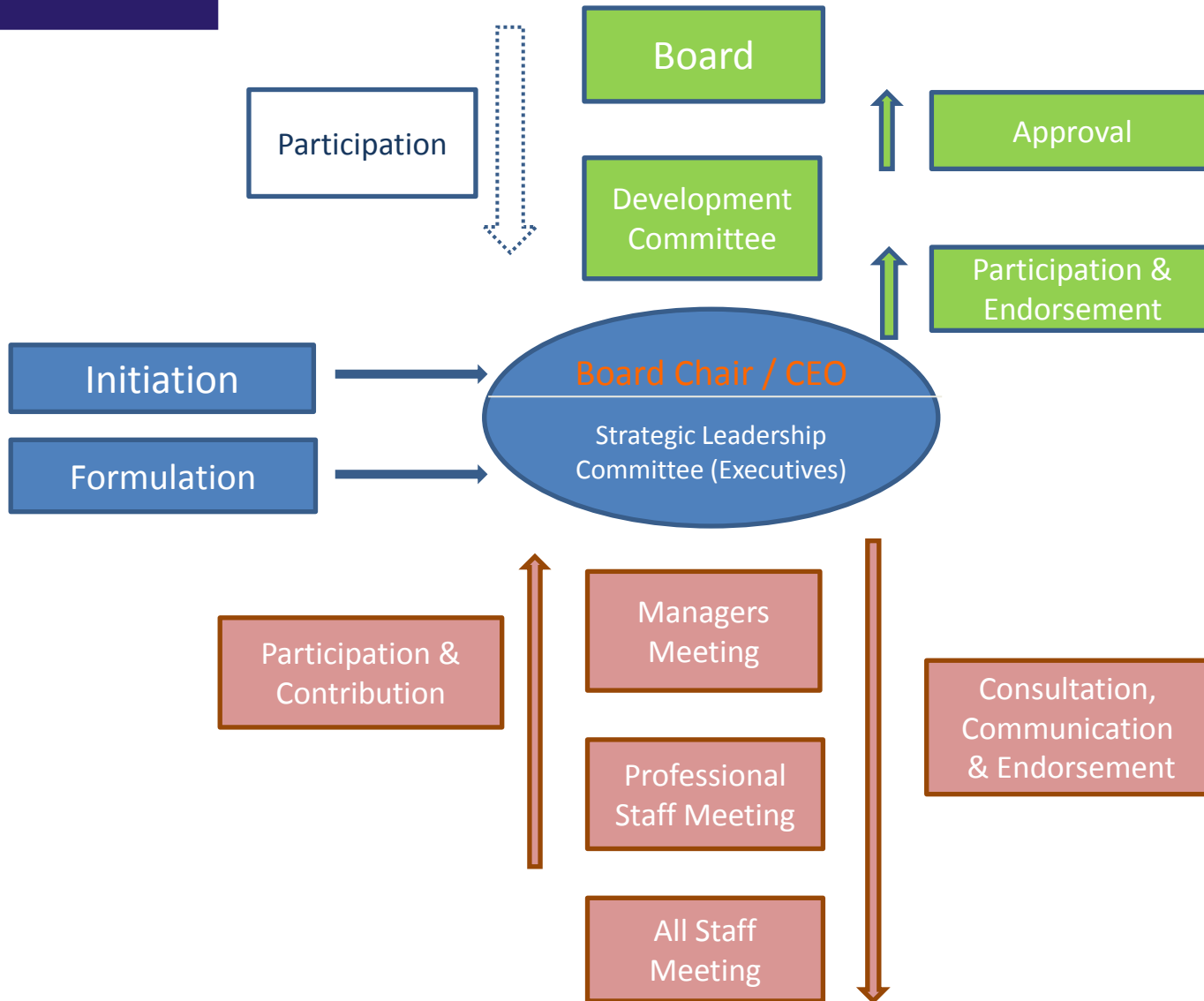
□ Consultation & Endorsement

- Development Committee as the Board' s formal consultation platform

□ Approval

- Board

A Dynamic Planning Process in CFSC Strategy Formulation



Time frame for strategic plan 2004-06 formulation:

Duration	Stages
One day (mid-Feb)	<u>Initiation & Formulation:</u> Senior Management Retreat (23 Feb 04)
1.5 month (Feb - Mar 04)	Staff consultation
0.5 month (Mar 04)	<u>Board's participation:</u> 1. Strategic Plan elaborated in the Development Committee on 23 March; 2. Board endorsement on 30 Mar 04.
Total : 1.5 month	

Time frame for strategic plan 2014-18 formulation:

Duration	Stages
8 months (Feb - Sept 13)	<u>Initiation:</u> Form working groups, pre-planning studies;
5 months (Oct 13 – Feb 14)	<u>Formulation:</u> Professional staff retreat, participatory formulation on strategic directions, initial strategic plan drafted;
7 months (Mar – Sep 14)	<u>Consultation:</u> Staff consultation, fine-tuning, actions planning, strategic plan (draft) finalized
9 months (Mar-Nov 14)	<u>Board's participation:</u> <ol style="list-style-type: none"> 1. Discuss the draft strategic directions in March 2014 before staff consultation; 2. Strategic plan elaborated at the Development (joint) Committee in Oct. 14. 3. Board's formal approval in Nov. 14.
Total : 22 months	

Strategic Foci:

- ◆ 2004-06
 - ◆ Service Integration
 - ◆ Strategy development
- ◆ 2006-08
 - ◆ Quality movement
 - ◆ Image building
 - ◆ Leadership development
- ◆ 2008-11
 - ◆ Excel in quality & development
 - ◆ Service innovation
- ◆ 2011-14
 - ◆ Sustainability
 - ◆ Leverage on internal strength
- ◆ 2014-18
 - ◆ Positioning for social impact
 - ◆ Become a Collaborative Organization

Challenges in Strategic Planning:

- Ownership
- A good strategic plan
- Communication & implementation

Communication - Make the Strategic Plan a living document:

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基督教家庭服務中心

機構策略計劃 (2014-2018) v.8 (董事會批核—21.11.2014) – 修訂 (v.10 SLC 5/6/2017)

基督教家庭服務中心

策略計劃 (2014-2018)

(董事會批核: v8 - 21/11/2014)

(SLC Progress: v9 - 1/8/2016)

(SLC Progress: v10 - 5/6/2017)

使命宣言 Mission:

基督教家庭服務中心本著基督的愛服務有需要之人士，致力支持及促進家庭功能，並創造一個可供人們成長及改進的環境。我們提倡社會公義及重視個人尊嚴，並努力在香港建立一個富同情心及關懷的社會。

願景 Vision:

基督教家庭服務中心的願景是成為一間具高度熱誠及重視機構價值的綜合服務機構，期望在顧客服務、照顧質素、服務創意、為服務對象解難、支援家庭及建設社區各方面達至卓越表現。

信念和價值觀 Values:

我們本著基督的愛，以關懷、尊重、公平、公義、以人為本、助人自助及追求卓越的信念和精神，為有需要的人提供優質服務和支援有需要的家庭。此外，我們抱持下列原則和價值觀發展服務：重視家庭、專業服務、完善管理、力求創新。

服務方向：

Thank you!