

Service Quality Standard (SQS)

服務質素標準

標準 Standard 6

This folder includes the following documents:

本資料冊載有以下資料：

目 錄	文件編號
1) 評估服務表現的政策及指引	HKCSS/SQS/C.6.00
2) 年度業務檢討報告及業務計劃書	HKCSS/SQS/C.6.01

香港社會服務聯會
服務質素標準 6

計劃、評估及收集意見

1. 政策目標

執行單位

- 1.1. 確保本會定期進行計劃、評估及檢討工作表現，以有效機制，讓服務對象、職員及相關人士就本會之表現提供意見。

2. 理念

- 2.1 本會應定期進行業務計劃，確保工作能落實所訂定的宗旨和目標。
2.2 本會應不時評估及檢討工作的表現和成效，確保工作可持續改善。
2.3 本會應保持透明度，讓服務對象、職員、相關及公眾人士了解本會的工作計劃和成效，並有開放的渠道表達意見。

3. 政策及程序

行政總裁/業務總監

3.1 制訂業務計劃流程

- a. 本會之工作年度為每年四月至翌年三月。
b. 本會每年舉行周年大會，選出新一屆的管治層，訂定未來一年的工作方向及重點。
c. 根據周年大會的工作方向及重點，各核心業務部門於每年十一至十二月舉行業務計劃會議，訂定來年工作計劃，並於二月提交行政總裁及各有關常設委員會討論。
d. 綜合各核心業務的年度計劃，行政總裁於三月提交計劃予執行委員會討論和審批。
e. 執行委員會通過年度計劃後，本會於每年四月出版年度業務計劃書，寄發給全體機構會員代表、有關機構及政府部門，並上載在網頁供公眾參閱。

企業傳訊

3.2 業務計劃內容

行政總裁/業務總監

- a. 在制訂業務計劃前，本會將對外在及內在的環境，和現有的困難及優勢進行分析。
b. 根據上述分析，及周年大會議訂的工作方向，在年度計劃中清楚列明各項業務的目標。
c. 根據每項業務目標，清楚列明每項工作的預期工作輸出及成效，及可量度的指標。

3.3 工作評估及檢討流程

- a. 行政總裁及業務總監應負責監督各項業務計劃的實施，在恆常會議中討論工作的進度，並按需要進行調整。

- b. 各業務總監於每次常設委員會會議中，報告工作的進度，各業務工作報告亦於執行委員會會議中匯報。
- c. 每年十月，各業務部門應舉行會議，對年度計劃進行中期檢討，並向行政總裁及有關常設委員會提交中期進度報告。
- d. 每年三月進行年度計劃，本會整體應根據已訂定的目標及預期輸出和成效，檢討去年的工作。
- e. 每年四月，出版年度工作計劃書，應同時列出各項工作的成效。

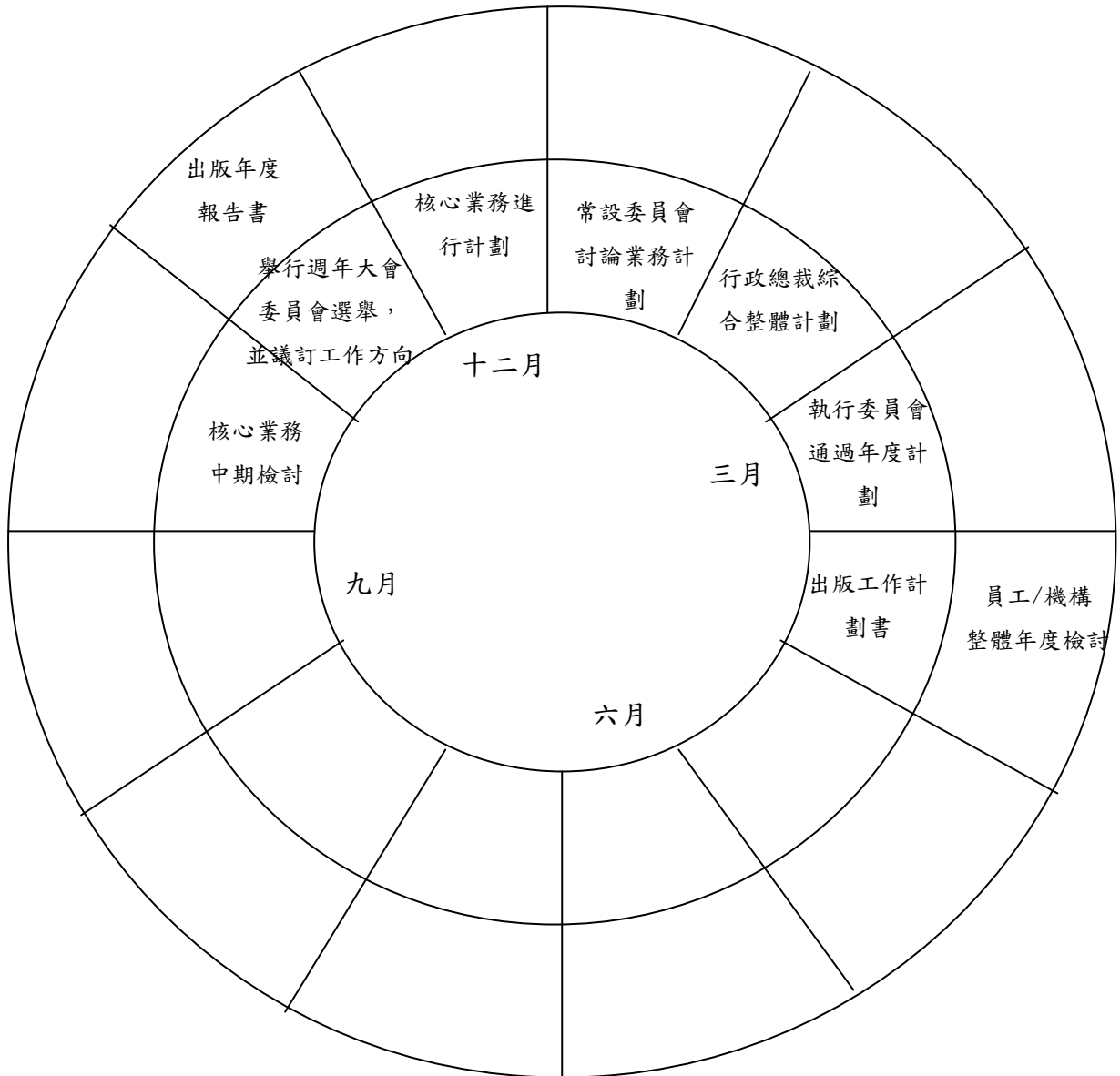
3.4 搜集服務對象、職員及相關人士的意見

- a. 本會每三年透過聚焦小組、機構探訪或意見調查等方法，搜集機構會員對本會工作的意見。
- b. 本會通過策劃會議，讓各職級職員參與周年計劃及檢討。
- c. 本會每年與相關團體、資助機構、政府部門舉行最少一次會面，搜集他們對本會工作的意見。在制訂計劃時，特別要參照與這些機構和團體的服務協議內容。

4. 檢討及修訂

本政策於 2002 年 4 月制訂，目的為配合服務質素標準 6 在本會落實執行。政策經行政總裁審核後正式生效。本政策文件存放於本會的工作手則內。所有現職或新入職的職員，均須閱讀及依據有關政策提供服務。本政策及有關措施的內容，將會適時檢討及更新。

本會業務計劃及檢討流程



HKCSS 2017-18 Core Business Plan: Strategic Areas and Key Social Development Agenda and Objectives

STRATEGIC AREAS	KEY SOCIAL DEVELOPMENT AGENDA AND OBJECTIVES	DELIVERABLES AND IMPACT
<p>A. AGENDA SETTING - Set social agenda and advocate for policy/service response and change actions, through identifying and analyzing the “pulse” and “needs” of society gathered from the sector, and engaging key stakeholders in partnership platforms for joint actions.</p>	<p>1. Long-term services planning: Follow up on the implementation on Elderly Services Programme Plan (ESPP) and start the review of Rehabilitation Programme Plan (RPP)</p>	<ul style="list-style-type: none"> - To participate in and monitor the implementation of ESPP, such as the integrated community service model. - To engage the sector to discuss the implications of different proposed financing models and sustainability issues across concerned services e.g. co-payment management, vouchers schemes etc. - To engage different stakeholders, especially the rehabilitation sector to start the review of RPP. - To advocate for the inclusion of the planning ratios of various welfare services in HK Planning Standards and Guidelines via different platform, such as the consultation of 2030+, various program plans, welfare planning in new districts or re-developed communities etc. - To follow up on the manpower report conducted by FHB on the provision of para-medical staff and to engage NGOs and other stakeholders to deliberate on the manpower planning of care staff. Recommendations will be put forward to the Government, policy makers, training institutes and political parties.
	<p>2. Follow up on the Report of the Review on Mental Health</p>	<ul style="list-style-type: none"> - To engage different stakeholders to collect their views on the Report of the Review on Mental Health. - To advocate for the participation in the Steering Committee on the implementation of the Report, and to channel the sector’s views to the Committee.
	<p>3. Engage key stakeholders in the proposed exercise on Lump Sum Grant review</p>	<ul style="list-style-type: none"> - To engage key stakeholders for the process. - To search for a sustainable solution which addresses the concerns of our key stakeholders.

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<p>4. Advocate for the concept of “business as a force for social good”</p>	<ul style="list-style-type: none"> - To study the landscape of Creating Shared Value in Hong Kong. - To identify good local examples of using business as forces for social good, to showcase companies which have adopted strategies and practices in their businesses to enhance competitive advantages while simultaneously advance social and environmental conditions.
<p>5. Identify and advocate for a sustainable ecosystem for micro/small business as one of the strategies to support and promote a better livelihood for the grassroots</p>	<ul style="list-style-type: none"> - To launch a small business capacity building campaign and provide incubation support for the small businesses. - To conducting a research on the small businesses and their sustainability.
<p>6. Coordinate the sector to set the agenda related on Community Economic Development, arouse public awareness on the issue and advocate for policy change</p>	<ul style="list-style-type: none"> - To identify models and sites for different forms of community economy development. - Practices to test out the difficulties, challenges and opportunities for the making policy proposals for the development of community economy in Hong Kong.
<p>7. Advocate for reforms on measures for poverty alleviation</p>	<ul style="list-style-type: none"> - To identify measures to advocate for the reform on Low Income Working Family Allowance (LIFA) through research . - To follow up on retirement protection system reform by exploring different viable protection methods.
<p>8. Embark on advocacy for reform on health care system in Hong Kong</p>	<ul style="list-style-type: none"> - To identify issues of concerns and embark on discussion or studies to identify problems and the corresponding solutions to improve the health care system in Hong Kong.

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B. INNOVATION AND TECHNOLOGY - Promote innovation and technology application in social services in order to raise the quality of life of Hong Kong people and families, and specifically enable Hong Kong and the welfare sector to be better prepared for population ageing.	1. Awareness building on innovation and technology adoption to enhance the well being of the ageing population in Hong Kong	<ul style="list-style-type: none"> - Gerontech and Innovation Expo and Summit in 2017 would be organized to attract a crowd of 15000. - 8 to 10 smaller exhibitions to help message penetration into the community. - Collaboration with the Consumer Council to start a series of study on assistive and enabling tools so as to continue the momentum in the field. - To advocate for a longer term equipment and tools exhibition center and advisory service to general public.
	2. Engage stakeholders and players in the field to shape an environment conducive to innovation and technology adoption for ageing	<ul style="list-style-type: none"> - Landscape study and research on innovation and technology for ageing. - Multi-stakeholder discussion/dialogue to identify policy gap. - To formulate recommendations to the Government and related authorities. - To encourage via competitions and grant making, innovation and technology for ageing. - To form multi-stakeholders think tanks on specific projects so as to help commercialization of products and services.
	3. Incubation of innovative ideas and promotion of social innovations for meeting diverse social needs	<ul style="list-style-type: none"> - To renew collaboration with SIE Fund and continue and expand our social innovation work through Impact Incubator. - To renew our collaboration with URA and leverage on the potentials of the space provided at Good Point. - Seeking out to identify and develop new spaces for social enterprises and NGOs to engage in social and service innovations.
C. SECTOR CAPACITY BUILDING - Enhance capacity of the sector to become a	1. Build the capacity and formulate a closer network of NGO senior management personnel	<ul style="list-style-type: none"> - Executive Leadership Development Programme (ELDP) II conducted - ELDP I and ELDP II alumni formed
	2. Implementation of the Governance Platform Project in	<ul style="list-style-type: none"> - The Governance Platform Project is implemented with the following deliverables in order to achieve the named objectives:

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<p>responsive, accountable, effective and engaging platform for social change; develop exchange and knowledge sharing platforms for (i) the board and senior management of NGOs and (ii) smaller and/or new NGOs.</p>	<p>order to promote best practice and experience sharing in NGO governance, to construct a knowledge base around NGO governance issues, and to enhance continuous professional development for NGO governance.</p>	<ul style="list-style-type: none"> ■ 4 Newsletters issued ■ 50 new content items for the Online Governance Knowledge Base ■ 1 Research report ■ 60 NGO boards visitation ■ 4 thematic seminar ■ Governance Conference in November ■ 6 networking sessions ■ 2 Training/orientation program.
	<p>3. Implement a new project to support smaller non-subsvented NGOs</p>	<p>- To identify 20-30 smaller non-subsvented NGOs and to scale up their impacts through various efforts to facilitate their learning, sharing and partnership development.</p>
	<p>4. Enhancement of a knowledge hub regarding working in China</p>	<p>- To conduct a research on member agencies' work in Mainland China and organize one sharing session to share the findings with concerned NGOs.</p>
	<p>5. Building service and policy advocacy capacity of the sector</p>	<ul style="list-style-type: none"> - To set up a platform on poverty alleviation to enhance the impact of the sector in policy advocacy or service provision in tackling poverty. - To maintain the existing practitioners researchers network as a platform for enhancing practice and research capacity of the sector.

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<p>D. EFFECTING CHANGES - Strengthen the capacity and build a clear image / branding of the HKCSS in order to make it more effective in effecting social change.</p>	<p>1. Branding HKCSS as a collective platform to drive social innovation for future society</p>	<ul style="list-style-type: none">- To organise the HKCSS Convention 2017 in November, with the theme on “Innovation and future society”, expected 1400 participants from government, business and NGO sectors.- To produce a new corporate brochure and video to showcase the contributions of HKCSS.- To produce a brand book/guideline on how to “use” HKCSS brand for all relevant internal and external stakeholders or collaborators.
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