

THE HONG KONG COUNCIL OF SOCIAL SERVICE

HKCSS 2019-2020 Core Business Plan: Strategic Areas and Key Social Development Agenda & Objectives

STRATEGIC AREAS	KEY SOCIAL DEVELOPMENT AGENDA AND OBJECTIVES	DELIVERABLES AND IMPACT
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.	1. Long-term services planning: Participate in the review of Rehabilitation Programme Plan (RPP) and follow up on the implementation on Elderly Services Programme Plan (ESPP) and the Report on the Review of Mental Health	<ul style="list-style-type: none"> – To engage different stakeholders, especially the rehabilitation sector, in the review of RPP, and to formulate proposals on new measures such as new service model for aging PWDs, enhancement of Sheltered Workshops and strengthening support for carers etc. for the later stage of RPP review consultation. – To participate in and monitor the implementation of ESPP, such as the integrated community service model, roles and functions of DECC & NEC, and community care service voucher, dementia care supplement and infirmary care supplement. – To follow up on the draft report and public consultation of the Review of Ordinances and Codes of Practice for residential care homes for the elderly and persons with disabilities. – To engage concerned stakeholders to address the manpower shortage issues of PT, OT, ST, child care workers and personal care workers, and follow up on the updated survey of front-line staff and the implementation of the report of Strategic Review on Healthcare Manpower Planning and Professional Development. – Follow up on the Report of the Review on Mental Health, including: regularization of Dementia Community Support Scheme, and provision of training for concerned professionals and carers. – To follow up on the implementation of Special Scheme on Private Owned Sites for Welfare Uses (Phases I and II).
	2. Carer-centered Policy and Service Development	<ul style="list-style-type: none"> – To develop and advocate for a comprehensive carer-centered policy and service via discussion with different stakeholders. Planned activities including: to develop online assessment tool, organise training programmes for the sector, conduct research on carer, and promotion activities.
	3. Engage key stakeholders in the Lump Sum Grant review	<ul style="list-style-type: none"> – Facilitate members’ participation in the LSG Review (focus group meeting with agency heads) and advocate for a subvention system more favourable to the

		<p>welfare development.</p> <ul style="list-style-type: none"> - To search for a sustainable solution which addresses the concerns of key stakeholders.
	4. Advocate reforms in social security system in Hong Kong	<ul style="list-style-type: none"> - To identify and advocate for changes in levels and types of allowance in the CSSA system, and reform in relates services (e.g. IEAPS). - To make recommendations for enhancing the carer’s allowance.
	5. Advocate diverse forms of social housing for the improvement of the quality of living of the grassroots	<ul style="list-style-type: none"> - To implement the Community Housing Movement. - To attempt building a transitional modular social housing estate and to roll out a tenant efficacy development programme through the new housing provision. - To identify other policy measures, e.g. rental market regularization or community support service, to address the difficulties faced by the grassroots.
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. Promote innovation and technology adoption to enhance the well being of the ageing population and PWDs in Hong Kong	<ul style="list-style-type: none"> - To organize the 3rd Gerontech and Innovation Expo and Summit in Nov 2019. - To seek funding support and prepare for the implementation of the Pilot Scheme on Gerontech and Home Care Equipment Rental Service (GHCERS), with a target to announce the project in Q3 and provide service in April 2020. - To continue the operation of the pilot project on stair climbing service for people in need, including elderly people and disable people living in building without elevator service, and seek government support to expand the service. - To organise an international symposium on the use of health monitoring device at home in Q3 and work with interested NGOs and service providers to seek funding for implementing a pilot project on “smarter and safer home” in Q4. - To engage NGOs to provide affordable home broadband service for elderly people and PWDs, starting from Q2.
	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"> - To engage the expert group to provide support to SWD on the implementation of the \$1 billion Innovation and Technology Fund for Application in Elderly and Rehabilitation Care (IT Fund for Application), including: make recommendations to the reference list of recognized technology application products, and give advice on individual fund applications. - To engage NGOs to explore the possibility of digital transformation for

		<p>residential services for the elderly, and to seek funding for conducting a feasibility study or a pilot project.</p> <ul style="list-style-type: none"> - To promote a safe operating environment for IT system and work with about 20 interested NGOs to implement an IT security audit project. Training will be provided to concerned staff and an “IT security practice guide” would be prepared for NGOs’ reference.
	<p>3. Incubation of innovative ideas and promotion of social innovations for meeting diverse social needs</p>	<ul style="list-style-type: none"> - To renew collaboration with SIE Fund and continue and expand our social innovation work through Impact Incubator, with a target to receive and process 40 grant applications for projects related to poverty alleviation and social inclusion. - To work with an NGO to prepare for a “Pay for Success Project” on EM’s Chinese proficiency, with funding from SIE Fund and 4 other social investors. - To form a multi-stakeholders consortium on a “Care Food Project” so as to raise the quality of life of elderly people with dysphagia.
<p>C. SECTOR CAPACITY BUILDING - Enhance capacity of the sector to become a 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>1. Implementation of the Governance Platform Project in 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"> - The Governance Platform Project is implemented with the following deliverables in order to achieve the named objectives: <ul style="list-style-type: none"> ■ Training sessions for professionals who have interests to get involved in NGO governance ■ Forum on NGO Financial Governance, and other workshops and advisory services ■ Develop tools and guides
	<p>2. Build the capacity and formulate a closer network of NGO senior management personnel</p>	<ul style="list-style-type: none"> - To promote the NGO Organisational Health Assessment and Service Portfolio management tool, in order to increase their awareness and improve NGOs’ organisational health and effectiveness. - Implement an Executive Leadership Development Programme (ELDP) for small NGOs to develop new leadership, strengthen affiliation, sharing and mutual support among leaders of smaller NGOs, and enhance their management capacity.

	3. Continue to implement the Project Star, which is a project to support smaller non-subservated NGOs	<ul style="list-style-type: none"> - Facilitate smaller and non-subservated members to be engaged in HKCSS activities, and benefited from various HKCSS services. - Facilitate collaboration among mainstream (or larger) and non-mainstream (or smaller) NGOs, and create synergies for better and more diversified NGO sector. - Draw attention from public and the sector to the agenda advocated by smaller and non-subservated NGOs, and to nurture a diversified NGO sector.
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.	1. Build the capacity of HKCSS staff in effecting social and policy changes	<ul style="list-style-type: none"> - To organise staff development programmes targeted at new and non-social work staff to enable them to understand the nature of social services and roles of the HKCSS. - To identify leadership development programmes for experienced and senior officers on areas related to strategic and design thinking, as well as leadership and management capacity. - To promote cross-team collaboration and identify opportunities for staff rotation.
	2. Build the image and branding of the HKCSS	<ul style="list-style-type: none"> - To formulate and implement a proactive communication strategy for GIES and modular social housing project, and to build an image which is innovative, responsive to social needs, people-oriented, and a synergised platform of social service NGOs. - To develop a corporate communication strategy for next 3 years.