

機構策略發展計劃
Corporate Strategic Plan
2023-2028

社區
Act Together

同行

實踐

人道 for Humanity



背景 Background



香港紅十字會一直致力關注當前的城市風險，增強社區復原能力。本會第三個機構策略發展計劃於2023年4月至2028年3月實施，為會內各服務提供方向，以制定服務計劃，實現策略方向及目標。

The Hong Kong Red Cross (HKRC) is dedicated to reducing vulnerability and strengthening resilience while focusing on current urban risks. With the third HKRC Corporate Strategic Plan implemented from April 2023 to March 2028, it offers guidance for the HKRC service development.

增強 社區韌性 Strengthening resilience

韌性是指一個社區在不損害其長遠前景的情況下，具有預測和應對不同風險，並減少衝擊和壓力因素帶來影響的能力。社區韌性也是制定本計劃的基礎和概念框架。在危機和緊急情況發生前，如果我們自身和社區都具備良好的韌性，包括風險管理能力、健康及凝聚力，便能夠減低傷亡和財物損失，從而促進及早復原。

Resilience is defined as the ability of communities to anticipate, prepare for, reduce the impact of, cope with, and recover from the effects of shocks and stressors without compromising their long-term prospects. This is the foundation and conceptual framework for this plan. Prior to crises and emergencies, if individuals and the communities are well equipped to resilience from risk management, health and cohesion, casualties and damage can be reduced hence recovery can be speeded up.



策略方向

Strategic Goal



令社區更安全、健康及富凝聚力，以應對危難事故

Communities are safe, healthy and cohesive to cope with emergencies and crises

- 旨在回應社區的三大社會需要：風險管理能力、健康復原能力和社會凝聚力。
- 我們期望在個人、社區和機構三個層面作出改變，加強各方面應對危難事故的整體能力。
- 我們全力推動三大策略目標，相輔相成，共同提升社區韌性。要建立有效的社區緊急應變機制，加強社區健康教育及服務，良好的社區網絡和共融的社會環境不可或缺。
- Aiming to address three social needs in the community: risk management capacity, health resilience and social cohesion.
- We expect to bring changes at the individual, community and institutional levels, to strengthen their holistic ability to cope with emergencies and crises.
- To support 3 Strategic Aims, our efforts are to build up overall resilience. We aim to develop an effective community-based emergency response mechanism and strengthen community health education and service which covers extensive social network and an inclusive environment.

策略目標 1

Strategic Aim

增強能力 應對危難 Strengthen emergency preparedness and response



根據香港紅十字會在2021年進行有關公眾應對危難事故能力的調查，以及2022年第五波新冠病毒疫情的經驗，社區**應對危難事故的意識和能力**仍須提高。

個人層面上，我們致力提高大眾的應變意識，並加強有關備災能力的教育。此外，我們會持續提供資訊、訓練及應急包，幫助社區中的高危社群，如居住環境不理想的市民、低收入家庭和易受災害影響的居民。除加強香港紅十字會的應對能力外，我們亦致力**加強機構夥伴關係和社區應對危難事故的能力**，例如應急計劃、應變小組、風險緩解、預警和疏散系統。

According to the findings of the Public Resilience Survey conducted by the HKRC in 2021 and as per our experience at the fifth wave of COVID-19 in 2022, we strive at enhancing our **readiness and response capacity in the community**.

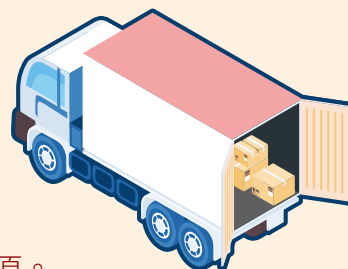
Other than scaling up the current emergency response and disaster preparedness education at the individual level, we will further develop our **response capacity and preparedness awareness for the high-risk groups** in the community, such as sub-standard accommodation residents, under-privileged families and people living in disaster-prone districts, by providing information, training and emergency kits. Besides response capacity of the HKRC, we also aim to **strengthen institutional partnership and community response capacity**, which may include contingency planning, response teams, risk mitigation, early warning and evacuation systems.



預期成效 Expected outcome

社區更有信心和能力預防、應對和危難事故復原。

The communities are more confident and ready to prevent, respond to, and recover from emergencies and crises.



提升知識 全民健康 Enhance health knowledge and actions



策略目標 Strategic Aim 2

健康是社區應對危難事故的基石。為助社區應對危難事故，香港紅十字會適時且全面地提高**社區的公共衛生應對能力**，包括加強知識、行動、溝通，並確保服務無障礙。

我們將推動「全方位健康教育計劃」，促進心理健康，並提供針對疾病、傳染病和心理健康的預防措施，以幫助社區中的高危社群。我們會繼續與政府部門、本地機構以及社區合作，組織社區健康教育服務，帶動社區參與。我們亦會透過固定或流動的健康診所、流動教育巴士以及應用程式，提升服務的便利程度。

Health is the cornerstone of a resilient community. Improving **community health capacity** in all aspects, from knowledge, practice, communication to service accessibility, is in urgent need for community resilience.

The HKRC will prioritize the promotion of mental well-being in “Health Education for All Programme” and build preventive measures for disease, pandemic and mental health for high-risk groups in the community. We will collaborate with government departments, local organizations and neighborhoods to organize a variety of community health education services, and provide a platform for community participation. Innovative health services will also be provided via health clinics (stationed or mobile), education trucks and health apps, making them highly accessible.

預期成效 Expected outcome

社區更了解健康風險，能夠採取相關措施，並加強健康服務的滲透率。

The communities are more knowledgeable of health risks, capable of taking relevant measures, and have improved access to health services.



策略目標 3

Strategic Aim



凝聚社會 推廣共融

Promote social cohesion and inclusion

在危難事故發生期間和之後，弱勢社群的需要容易被忽視。促進社區凝聚力和共融，有助培養社區歸屬感，並增加社會資本，讓任何人都可協助建立具備應對危難能力的社區。

The needs of minority groups during and after emergencies may easily be neglected. The promotion of social cohesion and inclusion will foster a sense of community and increase social capital. All people could contribute to or receive support in the process of building a resilient community.

在未來五年，我們會致力建立**多元化的社區網絡和社區服務站**，以擴大香港紅十字會的服務範圍，不同背景的人都可隨時使用我們的服務。另外，我們會**優化香港紅十字會的運作，成為共融機構**，為大眾做好榜樣。

In the coming five years, we aim to build **diversified networks and district-based service depots** to extend the reach and coverage of the HKRC services. People from different backgrounds will be able to access our services freely and be connected by our services. Internally, we will **develop the HKRC into an inclusive organization** and serve a role model for public advocacy.

預期成效

Expected outcome

社區備有多元化的網絡聯繫，共融互助的環境增進互信和支持。

The communities are connected with diversified networks, while mutual support and trust are enhanced with an inclusive environment.





促成行動 1

Enabling Action

鼓勵學習 積極創新

Empower learning and innovation

香港紅十字會重視人力資源和人才管理，以提供高質素的人道服務。為以更專業、靈活的方式應對瞬息萬變的社會環境，我們鼓勵培養不斷學習的心態，勤於學習，勇於改變。我們致力為職員和義工提供安全而開放的環境，讓他們獲取新知識及海外經驗，從中得到啟發，將創新意念應用到日常服務。

The HKRC values human capital and talent, which are critical to delivering quality humanitarian service. While we aim to respond to the changing social environment in a more professional and responsive way, a growth mindset is particularly important. A growth mindset implies the willingness to learn and improve, persist and embrace challenges as well as grow from criticism. We focus on providing a safe and open environment for staff and volunteers to gain exposure to new knowledge and overseas experience, innovate new service ideas and apply to daily work.

預期成效

Expected outcomes

1. 我們保持成長心態。
We embrace a growth mindset.
2. 我們靈活採用創新方法，應對瞬息萬變的社會需要。
We are agile in adopting innovative approaches to meet changing social needs.



促成行動 2

Enabling Action



加強合作 突顯形象 Reinforce branding and partnership

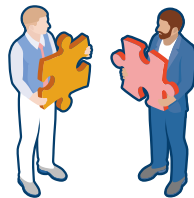
公正和中立是香港紅十字會的基石，我們將繼續保持中立，並採取更合時、年輕和創新的公眾溝通策略，獲取公眾信任和支持，接觸不同背景的人士。

Impartiality and neutrality are the cornerstone of the HKRC. We will apply more trendy, young and innovative strategy in public communications to gain public trust and support. It would be challenging for us to reach people of different backgrounds without neutrality.

此外，本會多年來與社區不同組織緊密合作，包括政府部門及社區機構，以擴大服務範圍。我們歡迎企業支援，一起宣揚人道理念。我們亦會繼續努力擴展及維繫社區網絡，加強與企業夥伴合作，並增進與香港特區政府的策略性關係。

Besides, we do not work alone in the community. Collaborating with government and community organizations for years, our service impact is amplified through strong partnerships. We always welcome corporations to support us and promote humanity together. We will sustain the community network built, strengthen corporate partnerships and enhance the strategic working relationship with the HKSAR Government.

預期成效 Expected outcomes



1. 通過推廣機構價值獲得公眾信任和支持。
Public trust and support are gained by promoting corporate values.
2. 加強夥伴合作關係網絡，擴大服務影響。
Our impact is amplified by increasing the effectiveness of the partnership network.

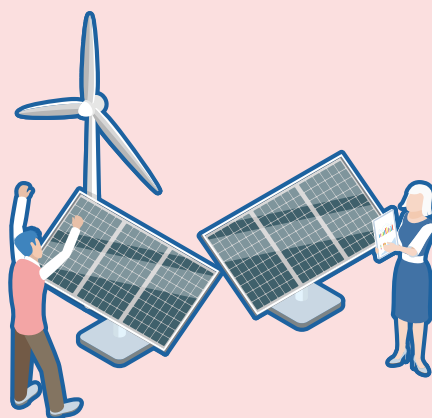


促成行動 3

Enabling Action

綠色文化 紅人實踐 Green the Red

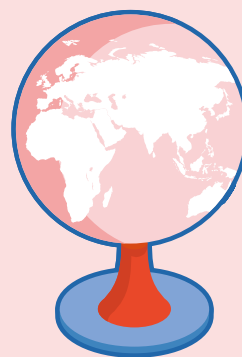
香港紅十字會持續關注氣候變化議題。爲了令綠色文化融入本會，我們將制定香港紅十字會綠色策略，將綠色元素納入服務和營運範圍。我們支持採取各種環保措施和設施，期望能改變回收和重用習慣。



Climate change initiatives are not new to the HKRC. To Green the Red, we will formulate a HKRC Green Strategy to embed green components in service delivery and internal operation. We will also support various measures and facilities, expecting behavioral change in recycling and reusing.

預期成效 Expected outcomes

1. 促進香港紅十字會的綠色文化推廣。
Green culture is fostered in the agency.
2. 採用環保的工作方式，減少對氣候和環境的影響。
Environmentally conscious work approaches are adopted to reduce climate and environmental footprint.



促成行動 4

Enabling Action

融合數據 善用科技 Leverage data and technology



隨著數碼轉型和新科技高速發展，香港紅十字會會善用數據來制定發展策略和營運方針。

我們將提供數據和資訊管理相關的員工培訓，創建實踐社群，引入專業支援，以提高數據應用能力。我們會透過增強系統整合和改進數據模型技術，提供更深入的數據分析和可視化技術，以優化服務。

Through digital transformation and the rapid development of new technology, the HKRC will use data more frequently for making strategic and operational decisions.

We will enhance our data competency by providing staff training on data governance and information management, creating a community of practice and introducing professional support. By enhancing system integration and improving data modelling techniques, more in-depth data analysis and visualization will be performed to support data-driven decision-making.

預期成效 Expected outcomes



1. 推動數據導向文化，制訂發展策略和營運方針。
A data-driven culture is instilled to make strategic and operational decisions.
2. 在不同服務使用新科技，提高服務效率和優化服務。
Technology is applied along service delivery and development to enhance efficiency and excel service offerings.



綜合規劃 及工作模式

Integrated planning
and working approach

為有效地以協作方式實現策略目標，香港紅十字會採用綜合規劃和發展服務模式。策略委員會和服務團隊將制定策略發展計劃並根據多個策略目標推動及擴展現有服務。新模式將強調和加強協同關係，擴大服務成效。

長遠地，我們透過建立、驗證、評估和複製服務模式，擴大社會影響力，並提高機構號召力。未來，香港紅十字會將以更清晰的願景，連同各委員、職員及義工，「社區同行，實踐人道」！

To achieve the Strategic Goal in an effective and synergized way, an integrated approach is adopted for service planning and development. The strategic committees and service teams will develop major initiatives of the Corporate Strategic Plan and scale up existing programmes based on more than one Strategic Aim in the planning process. Synergized working relationships and greater service impact will be emphasized and reinforced by the approach.



In the long run, a new service model will be created, testified, evaluated and replicated in the service sector, ultimately maximizing social impact and increasing the visibility of the HKRC. A clearer vision and collaboration at all levels of the HKRC results in a more successful path of our continuous enhancement in humanitarian work. Act Together for Humanity!

2023-2028 機構策略 發展計劃 Corporate Strategic Plan

策略方向 · Strategic Goal

令社區更安全、健康及富凝聚力，
以應對危難事故

Communities are safe, healthy and cohesive
to cope with emergencies and crises

策略目標 · Strategic Aim

增強能力 應對危難
Strengthen emergency
preparedness and response

提升知識 全民健康
Enhance health
knowledge and actions

凝聚社會 推廣共融
Promote social cohesion
and inclusion

促成行動 · Enabling Action

鼓勵學習 積極創新
Empower learning
and innovation

加強合作 突顯形象
Reinforce branding
and partnership

綠色文化 紅人實踐
Green
the Red

融合數據 善用科技
Leverage data
and technology

香港紅十字會簡介

香港紅十字會成立於1950年，屬國際紅十字及紅新月運動在全球超過190個國家的國際人道網絡一份子，致力帶領社會上各階層人士，身體力行實踐人道理念，並透過四大範疇的工作，分別為緊急救援及備災、社區健康服務及教育、人道參與及教育、以及特殊教育及復康，為香港市民提供一個多元化的人道服務平台。

About the Hong Kong Red Cross

Established in 1950, the Hong Kong Red Cross (HKRC) is part of the International Red Cross and Red Crescent Movement and the world's humanitarian network serving over 190 countries. We dedicate ourselves to motivating people from all walks of life to put humanitarian spirit into action. With services of four main areas, namely, "Emergency Relief and Disaster Preparedness", "Community Health Service and Education", "Humanitarian Engagement and Education", and "Special Education and Rehabilitation", we provide a diversified humanitarian platform for Hong Kong citizens.