

機構簡介

About Us

香港善導會(前稱釋囚協助會)創立於一九五七年，為政府認可的註冊慈善團體。早年由於經費短缺，工作人員皆以義務性質為主。惟經過兩年之全力以赴經營，本會工作漸受社會人士重視。由一九五九年，本會獲得政府財政支持，刑釋人員康復工作由此全面展開。一九六六年九月二十三日，本會正式註冊為非牟利有限公司，每年主要的經費皆由政府資助。

我們透過不同服務單位提供優質康復及多元化服務，以協助涉嫌觸犯法紀、曾違法及刑滿釋放的香港居民康復更生，並提供社區教育、預防犯罪及精神健康服務予社會大眾。服務種類包括個人和家庭輔導、宿舍、康樂、法院社工、職業培訓、就業安置、精神健康服務、社區教育和義工活動等。

本會是香港社會服務聯會及香港公益金的會員。

The Society of Rehabilitation and Crime Prevention, Hong Kong (SRACP), formerly known as The Hong Kong Discharged Prisoners' Aid Society, is a government recognised charitable organisation established in 1957. Because of limited financial resources at early stage, most of the staff at that time was voluntary part-time workers. With the dedication and perseverance, the work of the Society gradually came to be recognised and valued by the public. In 1959 the Society received its first government subvention and since then yearly subvention has been granted to sustain the rehabilitation service for offenders and discharged prisoners. The Society was incorporated as a non-profit making limited company under the Companies Ordinance on 23 September 1966.

Through service units, SRACP provides quality rehabilitation and multifarious services for residents of HKSAR, who are charged with criminal offense, have been convicted of crimes, or released from correctional institutions; as well as to provide community education, mental health service and crime prevention programmes for the general public of Hong Kong. Our services include individual and family counselling, hostels, recreation, court social work, vocational training and employment, mental health service, community education and volunteer programmes, etc.

The Society is a member of the Hong Kong Council of Social Service and the Community Chest of Hong Kong.

願景

致力締造包容而安全的社會，並成為一所有聲望的社會服務機構。

Vision

A renowned organisation contributing to the development of an inclusive and safe society.

使命

香港善導會提供優質康復及多元化的服務，以協助曾違法人士改過遷善、推展預防犯罪及匡助有需要人士的精神健康。

Mission

SRACP exists to provide quality rehabilitation and multifarious services for the betterment of ex-offenders, for the prevention of crimes and the mental wellness of persons in need.

核心價值

專業精神為基礎，追求卓越齊學習
相互尊重顯關懷，夥伴合作創佳績

Core Values

Professionalism (Pursuing excellence with a learning culture)
Caring (Treating people with respect)
Partnership (Working well together to achieve common goals)

主席獻辭

Chairperson's Message



今年是香港善導會誕生的六十週年，我想就善導會過去的發展及未來展望作一點分享。二次大戰後十年，善導會的前身香港釋囚協助會在當時社會仍十分困難的境況下成立。當年一班古道熱腸的神職人員，見釋囚在出獄後苦無出路，生活艱難，遂將他們召集一起，參與興建現在仍屹立於紅磡戴亞街的聖公會聖匠堂。建築完成後，這班志同道合的神職人員組織起來，成立了當年的香港釋囚協助會，開展了往後六十年的更生康復工作。

歷經前人的努力，伴隨著香港社會的發展，香港善導會已發展成一所由政府資助，服務全面的更生康復機構。相比內地及鄰近國家及地區的同類組織，善導會算是一所歷史悠久，規模完備的更生康復機構。為服務曾患有精神病的更生人士，善導會在上世紀七十年代開展精神復康工作，至今已發展成其中一項主要服務。「預防勝於治療」，善導會在八十年代起，進入各中小學進行全方位預防犯罪教育工作，時至今日，善導會大部份創新或先導計劃，均以預防重犯及減少青少年干犯罪行為主要目標。

有留意善導會發展的朋友或許察覺，善導會更生服務對象過去均主要來自懲教院所，但過去十年，善導會除與香港懲教署保持十分緊密的合作關係，發展各院所內釋前準備工作外，亦同時面向社區，開展在囚及更生人士家庭服務，在院所內外全面提供職前培訓及就業配對以配合求職市場需要、在裁判法院接觸涉嫌干犯刑事罪行的候審人士、在南亞裔族群聚居處接觸染有毒癮的少數族裔人

This year sees the 60th anniversary of the Society of Rehabilitation and Crime Prevention, Hong Kong ("the Society"). It's my great pleasure to share its past achievements and the way forward. Ten years after the Second World War, the Society, formerly known as The Hong Kong Discharged Prisoners' Aid Society was established in this very difficult time. By that time, a group of warm-hearted and considerate clergies found the offenders have no way out after discharge, they brought the ex-offenders together to build The Sheng Kung Hui Holy Carpenter Church, which is still located at Dyer Avenue, Hung Hom. After completion of the building, this group of like-minded clergies set up The Hong Kong Discharged Prisoners' Aid Society in the year and commenced offender rehabilitation work since then.

With the efforts of predecessors and the gradual social development of Hong Kong, the Society has developed into an organisation subvented by the government providing comprehensive rehabilitation services to ex-offenders. Compared with similar organisations in the Mainland and nearby countries and regions, the Society is one of the oldest organisations which provides the most comprehensive rehabilitation services. To serve the rehabilitating offenders who have suffered from mental illness, we have carried out mental rehabilitation work in the 70's, which now has been developed into one of the major services of the Society. "Prevention is better than cure", the Society started to conduct all-rounded crime prevention education at primary and secondary schools in the 80's, and today, most of our innovative or pilot projects targets at preventing recidivism and reducing young people in committing crimes.

Friends who are aware of the development of the Society, may notice that we are mainly serving clients primarily coming from the correctional institutions. However, in the past decade, in addition to our very close co-operation with the Correctional Services Department to enhance service quality of pre-release preparatory work at various correctional institutions, the Society was also echoing the community needs to carry out family services for inmates and rehabilitated offenders in the community. To meet the needs of the job market, the Society provides pre-employment training and employment matching inside and outside of the correctional institutions. In the magistrates' courts, persons who are suspected of in conflict with the law are being approached with counselling support. We reach out to South Asian ethnic minorities drug abusers and deliver HIV and AIDS prevention education at the workplaces of sex workers, the major Mainland immigration checkpoint and the methadone clinics. With strategy of harm reduction, we co-operate with the cleansing contractors of public toilets in providing sharp boxes and tools for the cleansers to dispose the used syringes at public toilets properly.

士、到性工作者工作地點、進出內地的主要邊境口岸和美沙酮診所進行愛滋病及血液傳染病預防教育，甚至與公廁的外判清潔承辦商合作，安排針筒收集箱及相關工具，讓清潔員安全地撿走濫藥者留下公廁內的舊針筒，作為緩減危害之策略。善導會以各種手法，深入有需要的高危群眾，讓他們從各個渠道進入善導會的服務網絡。

過去十多年，香港的犯罪率及重犯率持續下降，在囚人口處於較低水平。此外，隨著社會人口老化，整體在囚及更生人士較以前年長；與毒品有關的罪行雖然仍佔較大比重，欺詐、性犯罪、不誠實取用電腦等罪行亦逐漸增加。這些趨勢都促使善導會不斷檢討更生服務方面的策略與方向。社會服務中心的綜合化、家庭服務化、專為年長在囚人士的院所服務、「長者警司警誡計劃」、青少年院所的小組服務、以至與深圳檢察院合作，為在深圳犯事的本港青少年安排的「附條件不起訴計劃」等等，均是善導會未來更生服務的部署與回應。

精神復康方面，過去本會一直探討如何為有更生背景的精神病患者開展康復工作，直至五年前開始，本會派員到美國接受培訓，續漸安排各類課程，繼而在所有精神復康單位，包括中途宿舍及精神健康綜合社區中心，推行以復元理念為基礎的精神復康工作。本會相信服用藥物對精神健康具穩定作用，但如何發揮康復者潛能、重建他們人生目標、協助他們重建自信、擺脫病人的標籤或自我矮化的心理，重過正常的社交生活，是促進每一位康復者復元歷程的主要工作。自兩所精神健康綜合社區中心的成立，善導會精神復康服務已涵蓋非更生背景的復元人士。在精神健康問題日益嚴重的香港社會，本會精神復康服務以創新、靈活及實證為本的策略，與社區持份者，包括醫療機構、社區團體、學校及其他服務機構緊密合作，促進社會大眾對精神健康的認識及重視、減低社會標籤、促進共融、減少復發病發，提升香港這個人口稠密、生活壓力逼人的都市居民的精神健康。

善導會在預防犯罪教育方面，努力推陳出新，希望能與時並進，以活潑、具效益手法、灌輸正確價值，培養思想抗體，將預防犯罪種子，植入青少年及高危社群心坎中。已營運超過十年的青衛谷、「模擬法庭·公義教育計劃」、到校的現身說法分享會、音樂劇、法律知識論壇及研討會、以至近年創

We have adopted proactive approach to engage the high-risk population through different channels and networks, so that they can be benefited from our services.

Over the past decade, the penal population in correctional institutions, the overall crime rate and recidivism in Hong Kong have been declining. And in line with the aging population, the average age of prisoners and rehabilitated offenders is older than before, and while drugs-related offences are still accounted for a major proportion of crime, we are seeing there is an increasing trend on other crimes such as fraud, sexual offences and dishonest use of computer. These trends have led to our continuous review of strategy and direction of rehabilitation services as well as crime prevention services. Integration services of the Social Service Centres, the enhancement of family service, the elderly inmates service, the "Elderly Police Superintendent Discretionary Scheme", the group services at young correctional institutions, and the "conditional non-prosecution" co-operation scheme with the Shenzhen Prosecution Office for the young offenders with Hong Kong citizenship etc., all are indications of proactive responses of the Society in developing rehabilitation services.

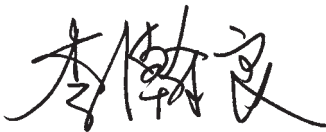
In mental health service, we all along have been exploring better way of intervention to promote mental rehabilitation for users with criminal background. Five years ago, we arranged staff to attend intensive training in the United States. Since then, the practice of Recovery has been developed in mental health service. The program design and staff development at half-way houses and Integrated Community Centres of Mental Wellness (ICCMW) have been based on the concept of Recovery. We believe that taking medicine gives a stabilizing effect, but how to realize the potential of the rehabilitating users, to rebuild their life goals, to help them rebuilding self-confidence, to minimize the labeling effect or enhance the self efficacy, as well as to facilitate every rehabilitated service user back to the normal social life etc, all are key focuses of the recovery journey. Since the establishment of the two ICCMWs, our mental health service has extended to serve those in need without criminal background. In response of the increasing mental health problems, our mental health services adopt innovative, flexible and evidence-based approach with close collaboration with community stakeholders, including medical institutions, community groups, schools and other service providers, to promote public awareness and concern to the mental wellness, to reduce stigmatization, to enhance integration, as well as to reduce relapse rate, thus ultimately aim to enhance the mental capital of Hong Kong people who are living in our fast pacing and densely populated city.

In the aspect of crime prevention education, we strive to keep abreast of the societal development with innovative service

辦的「甦星劇團」，均為善導會多元化預防犯罪推廣策略的體現與實踐。展望未來，善導會將與更多社區團體、中小學校、司法以至紀律部門合作，全方位深化預防犯罪教育。

社會企業是香港善導會過去二十多年來銳意發展的領域。善導會的社會企業明朗服務有限公司，由初期主要營運搬屋及清潔業務，到現時擴展到展覽服務、食品生產、餐廳、以至家居小型維修及麵包店等等，所提供的工作崗位不斷增加，服務對象由主要以更生人士為主，擴展至精神復元人士。目前，明朗服務有限公司之全職及兼職員工已超過百多人，相等於善導會總員工人數的三分之一。明朗營運的業務，以傳統行業為主，面對其他營運者激烈競爭，要財務能在自負盈虧下達成社會目標，殊不容易。營運社企，狹義上是為服務對象提供就業及培訓，但實際上，為善導會這一類接受政府資助的傳統社福機構，帶來良性正面的文化衝擊與啟迪。這些衝擊使社會服務機構更意識到資源善用、社會效益及社會創新等重要課題。事實上，社企營運已顛覆了傳統慈善及社會福利事業的生態。善導會二十年前有幸已搭上社企的時代列車，今後亦將藉著社企的拓展，激活強化社會福利服務的發展。

在香港善導會慶祝成立六十週年這一刻，我有幸擔任執行委員會主席，高興見到六十年來豐碩的工作成果，對善導會未來的工作亦滿有憧憬與信心。我深信，社會上各持份者充分的支持、各委員無私奉獻他們的時間與智慧、各員工努力不懈、憑著堅毅信念，以創機會、傳希望為目標，香港善導會定必能為香港社會作出更多更大的貢獻。



李瀚良
Patrick Li

design and mode of delivery in order to plant the seeds of crime prevention by instilling right values and beliefs in the mind of youths and high-risk groups. In the past ten years, the TeenGuard Valley, "Mock Trial · Justice Education Project", rehabilitated ex-offenders' sharing of their stories at schools, musical dramas, legal knowledge forums and seminars, as well as the recent establishment of "STAR Theatre", all demonstrated the varied strategies of doing crime prevention programmes.

The Society has been developing social enterprise for twenty years. Bright Services Company Limited (BS), has developed a range of businesses, from removal and cleansing business to exhibition services, food production, restaurant, to even minor maintenance works and bakery business. The number of job opportunities provided has also increased remarkably. The target group of employment was extended from rehabilitated ex-offenders to the people in mental recovery. Presently, BS has over one hundred full-time and part-time staff, which is equal to one-third of staff strength of the Society. The core businesses of BS are traditional industries, in facing keen competition of other business operators, it is rather hard to achieve social mission with financial breakeven. In the narrow sense running a social enterprise is to provide employment and training for the service users, but as a matter of fact, it has brought huge positive impact and stimulation to the conventional social services organisations which mainly rely on subsidy from the government. Operating social enterprises makes social services organisations be more aware of importance of resource utilization, social efficiency and social innovation. In fact, the development of social enterprise has subverted the ecology of the traditional charity and social services organisations. Twenty years ago, the Society was fortunate to get on the time train of social enterprise. In future, by the expansion of social enterprise, we strive to revitalize and strengthen the development of our social services.

On celebrating the 60th anniversary of establishment of the Society, it's my great honor to serve as the Chairperson of the Executive Committee. I am delighted to witness the fruitful achievements of the Society over the 60 years, and envision a bright future for the Society. I am confident that with full support of stakeholders, committee members' devotion of time and wisdoms, the efforts of all staff and their perseverance to spread hope and create opportunities for the service users, we shall make a greater contribution to the community of Hong Kong.

總幹事報告

Chief Executive's Report



資訊管理制度優化及多元化發展是去年更生服務的重點工作。預防犯罪工作手法不斷推陳出新，去年成立的「魁星劇團」及創團音樂劇【英雄本色】的成功演出，為預防犯罪工作再創一片新天。去年也是精神健康服務開拓社企營運豐收的一年；除「天愛坊室內種植場」，「好修成綜合維修服務」是中途宿舍成功加入社企項目的最新例子。落實「表現為本人力資源制度」則是去年機構行政的其中一個重心項目。

更生康復

發展青少年院所服務是去年一項主要工作。本會繼續派員到懲教署青少年院所開辦各類型的小組活動，鼓勵年青在囚人士在獲釋後繼續與本會社工聯絡，解決生活各種問題，鞏固更生康復效果。

為避免本港青少年在深圳干犯輕微罪行而被起訴並帶到法庭進行聆訊，深圳市檢察院主動聯絡本會，商談為在深圳干犯輕微罪行的香港未成年青少年安排「附條件不起訴」及「相對不起訴」計劃。兩項計劃乃屬自願性質，若有關青少年同意回港後到香港善導會接受輔導，則可免於被帶到法庭，甚或是在國內留有案底。現時計劃規模雖未算大，在開拓深港兩地司法機構與民間社福團體合作上，打開了新局面。

去年，本會與社會福利署官員討論，如何透過整合香港社會服務中心和香港康樂中心資源，打造更生人士服務綜合化的模式。除修

Optimization and diversification of information management system was the focus of offender rehabilitation service last year. Crime prevention service continues to adopt new working modes. The inauguration of the "STAR Theatre" and the successful performance of musical premiere "The True Hero" signified an innovative breakthrough of the Society's crime prevention programme. Last year saw successful development of social enterprises under the mental health service. Besides the "Tranquility Indoor Farm" (TI Farm), "Good Harvest Maintenance Services" (GHMS) is the latest successful attempt of social enterprise project established in a half-way house. Furthermore, implementation of the performance-based human resources system was one of our priorities in the previous year.

Offender Rehabilitation

Service development in correctional institutions for young inmate was the prime mission of last year. We continued to launch different kinds of group activities at the correctional institutions to encourage young inmates to keep contact with social workers after discharge so as to resolve their daily problems and consolidate the rehabilitation after leaving the prison.

In order to avoid Hong Kong youths who violated minor offences in Shenzhen from being prosecuted and brought to the court for hearing, the Shenzhen Prosecution Office has taken the initiative to contact our Society in discussing the arrangements of the "conditional non-prosecution" and "relative non-prosecution" schemes. The two schemes are on voluntary basis. Young Hong Kong resident could be exempted from being brought to the court hearing and subsequently having a criminal record if he or she agrees to return to Hong Kong to receive our counselling service. Although the present scheme is not in large scale, it has opened up a new frontier of co-operation between Shenzhen judiciary and the Hong Kong non-governmental organisation.

Last year, we started to discuss with Social Welfare Department (SWD) officials on integrating services of the Hong Kong Social Service Centre and the Hong Kong Recreation Centre to create a comprehensive service model for rehabilitated offenders. In addition to the amendments of Funding and service agreement of recreational service, it is also planned to convert the four major social service centres into integrative service models by phases. This initiative is to instill recreational elements, enhance family work, and to provide one-stop service for rehabilitating offenders, their families and children. SWD has expressed support of the integration process and presently district consultation is underway.

Newly discharged ex-offenders who could not find places in our hostels are eligible for the "Short-term Rental Assistance (SRA) Scheme for Discharged Prisoners Programme" to rent places in private market. Because of the expensive market rentals, ex-offenders could only be able to rent those subdivided rooms or cubicles with undesirable condition. In view of this, since last year, with the support of benevolent landlord,

訂康樂服務津助及服務協議外，亦計劃分階段綜合化現時四所較大型的社會服務中心，加入康樂元素，強化家庭工作，同時增設夜間開放服務時間，為在職更生人士，其家人及子女，提供一站式整全服務。社會福利署對綜合化表示支持，現階段正進行地區諮詢工作。

有住屋需要而未能入住本會宿舍的更生人士，雖然可獲「短期租金津貼」租住私人單位，但由於市場租金高昂，津助額只能讓更生人士租住環境不理想的劏房或板間房。有見及此，本會自去年起構思推行「甦屋計劃」，透過良心業主、義務建築師、捐助者及其他持份者的支持，為有需要的更生人士，以接近綜援租金金額租住環境較佳、並具生活尊嚴的「甦屋」單位。至今年三月底，兩所分別位於油麻地新填地街及新蒲崗的「甦屋」正進行裝修，油麻地「甦屋」亦已於今年七月正式開幕並投入服務，安排八名更生人士入住。「甦屋計劃」並無政府津助，卻為有需要更生人士提供快速而到位的社會房屋住處，計劃概念獲得不少善心業主及捐助者支持。

更新人士服務綜合系統ORSIS已於去年十二月逐步使用，首階段由社會服務中心試行，效果大致理想。前線社工已逐漸適應在系統輸入各類資料數據，而每月的統計報告，已可由系統直接輸出，既準確亦可省卻大量文職人員整合數據資料的時間。此外，相應的手機應用程式正在研發中，每位前線社工在任何地方均可使用獲派發的智能手機進入ORSIS系統，檢視個案資料、輸入面談數據，大大減少處理文件記錄的時間。

預防犯罪服務

「水銀星三號愛滋病及血液傳染疾病預防計劃」今年申請延續，但只獲得一年約港幣四百二十多萬元的撥款。由今年度起，愛滋病信託基金只批核一年期的撥款，這將對有關計劃的延續構成一定的壓力。「水銀星計劃」已連續營運超過十年，成效顯著，但基金會的延續支持取決於計劃能否不斷創新，故計劃的設計亦要推陳出新，讓服務得以延續。

營運超過十年的「模擬法庭·公義教育計劃」同樣遇到申請撥款延續的壓力。過去幾年，香港律師會及廣正心嚴慈善基金分別撥款港幣三十萬元及六十萬元支持計劃，

voluntary architects, donors and other stakeholders, we started to implement the SOUK Project. SOUK aims to provide a more dignified living environment for the needy rehabilitating ex-offenders. The rental of SOUK is close to the rental rate of Comprehensive Social Security Assistance (CSSA) Scheme. By the end of March this year, the two SOUK units located at New Reclamation Street of Yau Ma Tei and San Po Kong were undergoing renovation. The unit of Yau Ma Tei was officially opened and started operation in July this year to accommodate eight rehabilitating ex-offenders. SOUK Project does not receive subsidy from Government, while it can provide a quick and timely social housing accommodation for rehabilitating ex-offenders, and the concept of the Project has been supported by a number of benevolent landlords and donors.

Offender Rehabilitation and Service Integration System (ORSIS) started implementation gradually since December last year and the first phase was piloted by the Social Service Centre. The result so far is generally good. Frontline social workers have gradually adapted to input various types of data into the system, and monthly statistical reports can be directly exported by the system, which is not only accurate, but also saves a large number of clerical man hours for data consolidation. In addition, the corresponding mobile devices and Apps are under development, and every frontline social worker would use the designated smartphone to enter into the ORSIS System in any place to view the case data, input information, subsequently greatly reduce the processing time for documentation work.

Crime Prevention Service

“Mercury III – Intensive Support and Prevention Programme for AIDS and Blood-Borne Disease”(Mercury III) has applied for renewal this year. Nonetheless, due to new funding policy, the Project was only being granted an annual allocation of around HK\$4.2 million. From this year onwards, the AIDS Trust Fund only approves one-year funding, which implies certain pressure on the continuation of the Project. Mercury III has been operating continuously for more than ten years and has achieved remarkable results, but the continued support from the Fund depends largely on injection of new elements of the Project. In order to ensure service continuation, planning and design of the Project have to be creative and innovative.

“Mock Trial – Justice Education Project” (Mock Trial), which has been operating for over a decade, also faces pressure on continuation of funding support. In the past few years, the Law Society of Hong Kong and the MaMa Charitable Foundation Limited have funded the Project with HK\$0.3 million and HK\$0.6 million annually respectively. “Mock Trial” has successfully acquired a grant of about HK\$0.77 million from the “Commission on Youth” of the Home Affairs Bureau to conduct of a youth conference to promote justice education. Although the source of funding is very tight, “Mock Trial” has become the Society’s signature and icon Project of crime prevention education. In view of the response of those participating schools, I am confident that this Project is definitely worthy of keep going.

「模擬法庭計劃」今年成功獲得民政事務局「青年事務委員會」撥款最高資助上限港幣七十七萬多，但有關撥款主要用作舉辦青年研討會。雖然資助來源十分緊張，但「模擬法庭計劃」已成為本會預防犯罪教育不可或缺的品牌活動，從參與學校對活動的反應，我深信這項計劃絕對值得繼續延續下去。

社區教育及預防犯罪服務過去幾年均有籌辦音樂劇，邀請成功康復更生人士參與演出，以現身說法方式，在舞台上演繹更生人士的掙扎成長，過去的劇目包括：【披著狼皮的羊】、【壁屋356588】、【父女】等等。有見音樂劇的舉辦漸趨成熟，社區教育服務去年隆重推出首套大型音樂劇【英雄本色】，作為新成立的「甦星劇團」的創團劇作。是次一連三日在上環文娛中心的演出，頗獲好評，觀眾對故事內容、歌舞編排、演員的表演均有頗高的評價。以扣人心弦的音樂劇作為宣揚預防犯罪訊息的手法，效果理想。除【英雄本色】外，「甦星劇團」已編排其他劇目，邀請更多更生人士、義工及有興趣支持更生康復的演藝工作者參與。

精神健康服務

由社會福利署「攜手扶弱基金」資助的「天愛坊室內種植場」社企項目於今年二月底正式開始營運。該項目聘請一名經理及數名兼職水耕及環保工作員，兼職員工均為精神復元人士。「天愛坊」除生產土多啤梨，亦組織區內團體及學生舉辦參觀活動，推行環保生態導賞，一方面提升康復者接觸外界人士的機會，促進共融，另一方面亦能增加此項目的收入，從而盡快達至收支平衡。

「天愛坊」是第一個隸屬本會精神健康服務的社企項目，隨著這項目的開展，其他精神健康服務單位亦相繼跟隨，當中包括秦石中途宿舍的「好修成綜合維修服務」計劃。該計劃申請了港幣五十多萬元的社創基金及半島社會企業培育基金，為更生人士及其他弱勢社群如精神病康復者提供工作機會和在職培訓，並專門為區內的長者或社福機構單位提供簡單維修服務。此外，龍澄坊精神健康綜合社區中心亦曾向「伙伴倡自強社區協作計劃」申請撥款開辦社區導賞項目，雖然未能成功，但由精神健康服務接力推動社企項目的氣氛已逐漸形成，不但為精神健康服務帶來創新思維，亦激發員工去思考服務策略方向，考慮既有的服務如何能夠與社企項目發展配合。

In the past few years, the Community Education and Crime Prevention Service (CECPS) has organised musical drama shows and has invited successfully rehabilitated ex-offenders to participate to tell their own stories. The dramas are mainly on the struggle and growth of rehabilitating offenders. The past plays include, "the Ram with a Skin of Wolf", "Pik Uk 356588" and "Father and Daughter", etc. Being more experienced in launching various dramas, CECPS has staged a larger scale musical drama "The True Hero", as the premiere of the establishment of the "STAR Theatre". The first three shows of "The True Hero" were staged in Sheung Wan Civic Center. Response of the shows was very positive. The audience highly praised the story contents, the songs and dance choreography, and the actors' armature yet outstanding performing skills. Positive impacts on conveying the message of crime prevention brought about by making use of touching musical play is encouraging. In addition to the musical "The True Hero", the "STAR Theatre" has been preparing to stage more dramas and inviting more rehabilitated offenders, volunteers and interested actors to join.

Mental Health Service

The "Tranquility Indoor Farm" (TI Farm) was funded by SWD's "Partnership Fund for the Disadvantaged". It officially commenced operation by the end of February this year. The project employs a manager and a number of part-time farm workers. All part-time staff are people in recovery of mental illness. In addition to the production of strawberries, the "TI Farm" also organises visits for local organisations and students to promote the project in a format of Eco Tour. On the one hand, these Eco tours will provide more chances for the rehabilitating people to reach out and facilitate social integration. On the other hand, the visits bring in side revenue for this Project which aims to achieve its self-reliance financially as soon as possible.

"TI Farm" is the first social enterprise (SE) project under the Mental Health Service (MHS). With the development of this Project, other MHS unit followed suit. The "Good Harvest Maintenance Services" (GHMS) of Chun Shek Halfway House is the second SE set up under MHS. GHMS has succeeded in acquiring about HK\$0.5 million from the Social Innovation and Entrepreneurship Development Fund (SIE Fund) and Peninsula Social Enterprise Incubation Fund. GHMS hires the ex-offenders and other disadvantaged people, like people in recovery of mental illness, with on-the-job training, and the business targets are mainly elderly households in the public housing estates, as well as service units of NGOs having limited budget on maintenance works. Besides, The Vitality Place – ICCMW has also applied "The Enhancing Self-Reliance Through District Partnership Programme" (ESR Programme) for the Community Guided Tour Project. Although it was not successful, the atmosphere of setting more SE Projects as platforms for employment and community integration has been gradually created within MHS. Enthusiasm in setting up SEs not only brings innovative ideas to MHS, but also motivates staff to review directions and service strategy, and

申請經年，本會終於在今年獲社會福利署獎券基金撥款港幣七佰多萬元，為筲箕灣中途宿舍進行大型裝修工程。本會原先有意申請由勞工及福利局推行的特別計劃，拆卸筲箕灣宿舍，興建多層的福利服務大樓。但由於地積比例所限制，唯有將已有五十多年樓齡的宿舍大樓作全面維修及翻新。由於宿舍原先建築設計簡陋，為顧及舍友安全及縮短裝修時間，本會預計裝修期間必要遷徙所有舍友至其他中途宿舍，但有關計劃必須獲得社署及殘疾人士院舍牌照事務處的首肯。

職業服務與社會企業

職業發展服務今年向民政事務局「青年事務委員會」申請基金，獲撥款港幣六十多萬元作配對基金，為有志創業的青少年提供創業資金。此外，本會亦向恒生銀行申請延續「恒生青年創業計劃」，以延續該計劃過去的工作。創業計劃一向得到恒生銀行的肯定，最新一期的延續申請，加入不少創新元素，再獲得恒生銀行投入新的資助撥款，新計劃名為「恒生青年前路探索計劃」。

韓廚麵於去年八月結束營運，經三個多月的重新裝修，明朗服務有限公司在原有單位經營以韓國烤肉為主的「覓炙」餐廳。轉型後的餐廳雖然得到本會副贊助人李銻麟博士大力支持，但經營始終面對不同的挑戰及困難，營運仍未達致自負盈虧。相比其他社企項目，餐廳經營成本高昂，市場競爭激烈，明朗公司相信「覓炙」生意仍需一段時間才能步上軌道。

在懲教署的引薦下，順聯控股有限公司同意在其轄下興民邨翻新後的商場內提供一個廉租的地下商舖單位，供明朗公司開辦麵包咖啡店，為當區居民提供新鮮出爐麵包，更藉此為已接受相關培訓及具有烘焙麵包經驗的年輕在囚人士，在出獄後即時提供相關工作崗位。到今年三月底，有關社企麵包店的洽談工作接近完成，計劃中的麵包店名為「甦爐」，預計明年初正式開業。明朗服務有限公司已向「伙伴倡自強社區協助計劃」申請港幣一百一十多萬元，添置「甦爐」所需的廚房器具及開業首兩年的部份營運資金。

機構事務

本會已向社會福利署申請運用社會福利發展基金更換已使用超過十年的CAP人力資源管理系統，以及為機構傳訊部設立新系統，用作

to consider how existing services can complement and support the development of SE.

After years of to and forth processing, the Society has finally acquired more than HK\$7 million from the Lotteries Fund of the SWD this year for the renovation of Shau Kei Wan House (SKWH). The Society originally intended to apply for the Special Scheme of the Labour and Welfare Bureau to demolish the SKWH and build a multi-storey welfare service building. However, due to the constraints of plot ratio, the Society can only repair and renovate the existing dormitory building aged of more than fifty years old. As the original architectural design of the building is simple, to safeguard the safety of the residents and shorten the renovation time, the Society plans to relocate all the residents to other halfway houses during the renovation period, but this plan has to be subjected to the approval of SWD and the Licensing Office of Residential Care Homes for Persons with Disabilities.

Employment Service and Social Enterprise

This year, the Employment Development Service (EDS) succeeded in acquiring a matching fund of more than HK\$0.6 million from the Commission on Youth of Home Affairs Bureau as business start-up fund for the young people. Besides, the Society also applied funding from the Hang Seng Bank to extend the "Hang Seng Youth Entrepreneurship Scheme" and were incorporated ample number of innovative elements in order to secure new funding from the Bank. The new Scheme, which is evolved from the former one, is named as "Hang Seng Youth Career Planning Scheme".

Operation of Chef's Noodle ceased in August last year. After three months of renovation, Bright Services Co. Ltd (BS) runs the "MJ", a Korean grilled barbecue restaurant at the original premises. Despite the generous support from our Vice-Patron, Dr. Alan LEE Yuk-lun, the restaurant operation has been facing varying challenges and difficulties. The restaurant's business has not yet become financially sustainable. Compared with other SE businesses, operation cost of restaurant is much higher and the food and beverage market is fiercely competitive, and BS believes that "MJ" has to take some time to get onto the right business track.

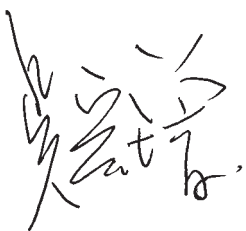
Being introduced by the Correctional Services Department to the Society, the Sunlink Holdings (H.K.) Ltd has agreed to offer concessional rental to BS to run a bakery shop on the G/F of the renovated shopping mall of Hing Man Estate. Fresh bread will be provided for the residents living in the neighborhood. Young inmates with related training and bakery experience will be hired by BS to work in the bakery after they are discharged. By the end of March this year, negotiations on business model was nearly completed, and the bakery shop namely "So Bakery" is expected to open early next year. BS has applied for more than HK\$1.1 million funding from "Enhancing Self-Reliance Through District Partnership Programme" for the purchase of kitchen utensils and some operating capital for the first two years of the operation.

處理不同持份者的聯絡和活動資料。財務管理系統方面，由於現時的CAP硬件平台即將停用，本會唯有參與購置適用於新版CAP的硬件平台。然而，本會將另外物色合適的新財務管理系統，以更換現時已使用超過十年的CAP系統。

去年十月，我們進行第一階段讓主任或以上職位級別的員工試用新修訂的評核表格，並試行共識表現評核會議。在新制度下，員工的表現評核會更具客觀性，亦為在下年度全面實施的「表現為本」的人力資源管理制度」作出準備。因應現時社會普遍對社福機構問責的要求，員工對「表現為本」的評核制度均普遍接納，只要制度能盡量做到公平公正；員工亦明白晉升及薪酬調整應與工作表現掛勾，而非過往只着重計算工作年資。

在人力資源制度上，本會致力爭取全體員工一視同仁，在整筆過撥款下，定影員工享有公積金較優越的僱主供款比率。為拉近公積金與強積金僱主供款水平，本會已決定於二零一七年七月開始，進一步調升強積金僱主供款率，除現有工作滿五年已享有6.8%的僱主供款外，工作滿十年及十五年的員工，僱主供款額分別調整到10%及12%。本會更計劃不論社署對公務員薪酬調整撥款的發放月份，劃一全會同工的薪酬調整及補薪（backpay）同步在每年七月進行，即於該月底發放由四月至六月因公務員調薪而導致的薪酬差額。本會相信善用儲備資源、提高員工士氣、創造服務價值是發揮整筆過撥款制度優勢的最佳方法。

本年度上半年，乃善導會進入成立60週年，多項慶祝活動相繼舉行，同工們努力投入工作、士氣高昂，為各項活動的籌而盡心盡力，我向他們表示衷心感謝。



吳宏增

Andy, NG Wang-tsang

Corporate Affairs

The Society has applied with SWD for the Social Welfare Development Fund (SWDF) to replace the CAP Human Resources Management System, which has been used for more than ten years, and also to set up of a new Stakeholder Relationship Management System for the Corporate Communications Division. Regarding the CAP Financial Management System (FMS), since the existing CAP hardware platform is about to be discontinued, the Society has no choice but to join the joint application for purchase of a new CAP hardware platform in order to continue using the system. Meanwhile, the Society is planning to source a new suitable financial system to replace the CAP FMS that has been in use for more than ten years.

The first phase of trial use of the newly developed appraisal forms and implementation of Assessment Alignment Board (AAB) for all staff at supervisory or above grade had been conducted in October last year. Under the new mechanism, staff performance assessment would be more objective and it sets the stage for the full implementation of the Performance Based Human Resource System (PBHRS) in the coming year. In view of the prevailing demand for higher accountability of social service organisations, and as long as the system is more fair and impartial, staff are generally receptive to the PBHRS. Staff understand that job promotion and pay adjustment have to be linked with the work performance, rather than on seniority as in the past.

In HR practices, the Society strives to achieve equality to all staff. Under the Lump Sum Grant subvention system, snapshot staff can enjoy Provident Fund (PF) with higher ratio of employer's contribution. To bring closer the difference of employer's contribution between PF and Mandatory Provident Fund (MPF), the Society has decided to further increase the contribution of employer's ratio of MPF in July 2017. In addition to the existing practice that the five-year serving staff can enjoy 6.8% of employer's contribution, there are adjustments of employer's contribution to 10% and 12% for employees, who have worked for 10 years and 15 years respectively, It is also planned that, disregarding the additional subvention arising from the civil service pay adjustment (CSPA) from SWD has been received, the salary adjustment and CSPA backpay would be synchronized in July each year, i.e. the Society will honour the backpay for the months from April to June due to CSPA at the end of that month. The Society believes that the best way to capitalize on the advantages of the Lump Sum Grant subvention system is to make good use of reserve fund, enhance staff morale and create service values.

In the first half of this year, the 60th anniversary of the establishment of the Society, a number of celebrations have been held. The staff members are committed and involved work with high morale and dedication to all celebration activities. I would like to express my heartfelt thanks to all of them.

委員會名單

截至2017年3月31日

List of Committees

as at 31 March 2017

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杜浩成署任主任裁判官
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葉振東先生
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Honorary Consultant (Psychiatry)

許龍杰醫生
Dr. HUI Lung-kit

義務顧問 (社會企業)
Honorary Consultant (Social Enterprise)

凌浩雲先生
Mr. Howard LING Ho-wan

¹ 於二零一七年一月十八日辭任。
Resigned on 18 January 2017.

義務顧問 (法院社工服務)
Honorary Consultant (Court Social Work Service)

梁欣榮律師
Mr. Eddie LEUNG Yan-wing
黃錦娟大律師
Ms. Catherine WONG Kam-kuen, Barrister-at-law

義務顧問 (模擬法庭·公義教育計劃)
Honorary Consultant (Mock Trial Justice Education Project)

李瀚良法官
The Hon. Mr. Justice Patrick LI
郭憬憲大律師
Mr. Douglas KWOK King-hin, Barrister-at-law
莫子聰暫委裁判官
Mr. Andrew MOK Tze-chung, Deputy Magistrate
彭耀鴻資深大律師
Mr. Robert PANG Yiu-hung, SC
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Ms. Catherine WONG Kam-kuen, Barrister-at-law
黃敏杰資深大律師
Mr. WONG Man-kit, SC

職員名單

截至2017年3月31日

Staff List as

at 31 March 2017

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總幹事 Chief Executive
吳宏增先生 Mr. Andy NG Wang-tsang

副總幹事 Deputy Chief Executive
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高級經理 Senior Manager
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李冠美女士 Ms. May LEE Koon-mei
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伍苑貞女士 Ms. Willis NG Yuen-ching
杜國森先生 Mr. Sam TO Kwok-sum
阮倩雅女士 Ms. Gloria YUEN Sin-nga

財務經理 Financial Manager
馬麗貞女士 Ms. Candy MA Lai-ching

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蔡美玉女士 Ms. Joann TSOI May-yuk

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林仰珠女士 Ms. Christine LAM Yeung-chu
羅錦富先生 Mr. James LO Kam-fu

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邵啓昌先生 Mr. Brian SHIU Kai-cheong

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廖承輝先生 Mr. Andrew LIU Shing-fai

一級職業治療師 Occupational Therapist I
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黃進發先生 Mr. Tony HUANG Chun-fat

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陸偉昇先生 Mr. Edwin LUK Wai-sing

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葉文潔女士
關明慧女士
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劉慕妍女士
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莫綺蘭女士*
莫婉芝女士
吳穎賢女士
彭紹梅女士*
司徒杰生先生*
謝紀良先生
王禮賢先生
黃露明女士
余詠菁女士

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葉志威先生 Mr. IP Chi-wai
麥琪敏女士* Ms. Lydia MAK Kay-mun*

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單位主管 Officer-in-charge
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麥頌揚先生 Mr. MAK Chung-yeung

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Mr. Angus LAU Kin-chung
Mr. Ken NGAN Wing-kong
Mr. Daniel TANG Ho-fai
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黃立業先生	Mr. Stanley WONG Lap-ip		
黃美紅女士	Ms. Victoria WONG Mei-hung	行政主任	Executive Officer
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尹浩然先生	Mr. Kenny WUN Ho-yin*		
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任天恒先生	Mr. Timmy YAM Tin-hang	關詠詩女士	Ms. Polly KWAN Wing-sze

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朋輩輔導員 林偉雄先生 蕭偉漢先生	Peer Counsellor Mr. LAM Wai-hung Mr. SIU Wai-hon		
精神健康工作員 陳晴藍女士 莊楚雲女士 甘雪姬女士 劉敬東先生 劉美儀女士 蕭子濠先生 唐德榮先生	Mental Health Worker Ms. Loretta CHAN Ching-lam Ms. Naterina CHONG Chor-wan Ms. Suki KAM Suet-kei Mr. LAU King-tung Ms. Jessica LAU Mei-yi Mr. Billy SIU Tsz-ho Mr. TONG Tak-wing	福利工作員 張家煒先生 林文玉女士 邵家俊先生 黃梅蓮女士	Welfare Worker Ms. BIBI Shahida Mr. Jude CHEUNG Ka-wai Mr. GURUNG Milan Ms. Yuki LAM Man-yuk Mr. SIU Ka-chun Ms. Violin WONG Mui-lin

廚師	Cook
鄭錦燕女士	Ms. CHENG Kam-yin
梁杏甜女士	Ms. Candy LEUNG Hang-tim
梁筱玲女士	Ms. LEUNG Siu-ling
黃麗玲女士	Ms. WONG Lai-ling
社區教育助理	Community Education Assistant
張以樂女士	Ms. CHEUNG Yi-lok
蘇安安女士	Ms. SO On-on
服務助理	Service Assistant
鄭展濤先生	Mr. Doi CHENG Chin-to
香佩瑩女士	Ms. Selina HONG Pui-ying
葉詠機先生	Mr. Ricky IP Wing-kei
江瑞中先生	Mr. Tommy KONG Shui-chung
梁翊敏女士	Ms. Minnie LEUNG Yik-man
梁耀星先生	Mr. Gary LEUNG Yiu-sing
徐頌賢先生	Mr. Wayne TSUI Chung-yin
黃振傑先生	Mr. WONG Chun-kit
行政助理	Executive Assistant
張嘉茵女士	Ms. Janet CHEUNG Ka-yan
鍾伊媚女士	Ms. May CHUNG Yi-mei
梁月華女士	Ms. Alice LEUNG Yuet-wa
黃翠萍女士	Ms. Lisa WONG Chui-ping
王璋瑞先生	Mr. Vincent WONG Wai-shui
文員	Clerical Officer / Clerk
趙榕玲女士	Ms. Angela CHIU Yung-ling
鍾冬蓮女士	Ms. CHUNG Tung-lin
許淑婉女士	Ms. Catherine HUI Shuk-yuen
關月珠女士	Ms. Amy KWAN Yuet-chu
葉嘉泳女士	Ms. Wing IP Ka-wing
劉立偉先生*	Mr. LAU Lap-wai*
李樂敏女士	Ms. Sister LEE Lok-man
梁美宝女士	Ms. Mabel LEUNG Mei-po
彭潔芬女士	Ms. Fanny PAN Kit-fan
蕭顯榮先生*	Mr. Ian SIU Hin-wing*
曾靖然女士*	Ms. Karen TSANG Ching-yin*
曾甜銀女士	Ms. Connie TSANG Tim-ngan
總務助理	Administrative Assistant
陳艷芳女士	Ms. Yvonne CHAN Yim-fong
馮慧宜女士	Ms. Amy FUNG Wai-yi
總務助理兼司機	Administrative Assistant cum Driver
梁煒棠先生	Mr. Roger LEUNG Wai-tong
司機	Driver
吳天文先生	Mr. NG Tin-man
資訊科技助理	Information Technology Assistant
陳耀明先生	Mr. CHAN Yiu-ming

支援及其他人員 Supporting and Other Staff

辦公室助理	Office Assistant
譚昌明先生	Mr. Ricky TAM Cheong-ming
譚觀梅女士	Ms. TAM Koon-mui
黃德森先生*	Mr. WONG Tak-sum*
胡景珍女士*	Ms. Josephine WU King-chun*
通宵班精神健康助理	Overnight Mental Health Assistant
馮永樑先生	Mr. Rex FUNG Wing-leung
邵頌橋先生	Mr. Bo Bo SIU Chung-kiu
鄧潔貞女士	Ms. Ivy TANG Kit-ching
王源發先生	Mr. Travis WONG Yuen-fat
事務員	Workman
陳奕好女士	Ms. CHAN Yik-ho
江麗芳女士	Ms. Heidi KONG Lai-fong
古麗珍女士	Ms. Mandy KU Lai-chun
盧琮顏女士*	Ms. LO King-ngan*
莫麗女士	Ms. MOK Lai
溫仕芳女士	Ms. WAN Shi-fong
黃彩娣女士	Ms. WONG Choi-tai
夜班工作員	Night Shift Worker
蔡勁先生	Mr. Eric CHOI King
簡偉文先生	Mr. KUN Wai-man
劉石根先生	Mr. LAU Shek-kan
鄧柏林先生	Mr. TANG Pak-lam
吳顯揚先生	Mr. NG Hin-yeung
宋偉權先生	Mr. Michael SOONG Wai-kuen
楊鎮華先生	Mr. YEUNG Chun-wah
朋輩支援工作員	Peer Support Worker
陳嘉嘉女士	Ms. Carmen CHAN Ka-ka
董佩雯女士	Ms. Rachel TUNG Pui-man
程序助理	Programme Assistant
陳潔梅女士	Ms. Katharine CHAN Kit-mui
陳廣潤先生	Mr. CHAN Kwong-yun
林偉光先生	Mr. Zeon LAM Wai-kwong
林詠琴女士	Ms. Kitty LAM Wing-kam
麥浩賢先生	Mr. Tony MAK Ho-yin
鄧超文先生	Mr. Sam TANG Chiu-man
鄧小婷女士	Ms. Vikki TANG Siu-ting
黃和興先生	Mr. Warden WONG Wo-hing
社會企業項目 Social Enterprise Project	
業務經理	Business Manager
李耀誠先生	Mr. Li Yiu-shing
水耕及環保工作員	Farm Worker
傅發英女士	Ms. FU Fat-ying
吳蕾女士	Ms. Grace NG Lui

* 於第五十九屆週年大會獲頒長期服務獎的員工
Staff received long service awards at the
59th Annual General Meeting

明朗服務有限公司

截至2017年3月31日

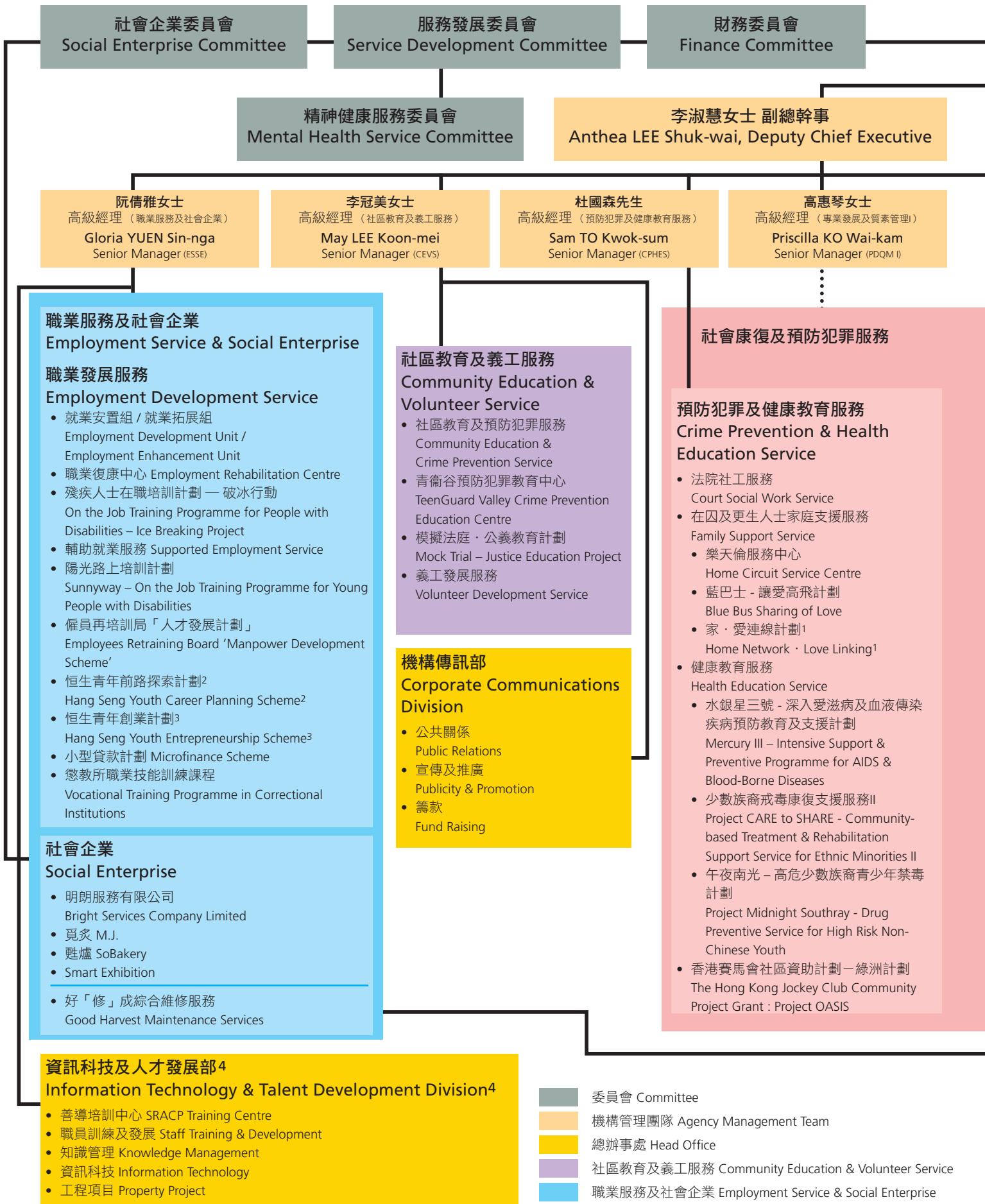
Bright Services Company Limited

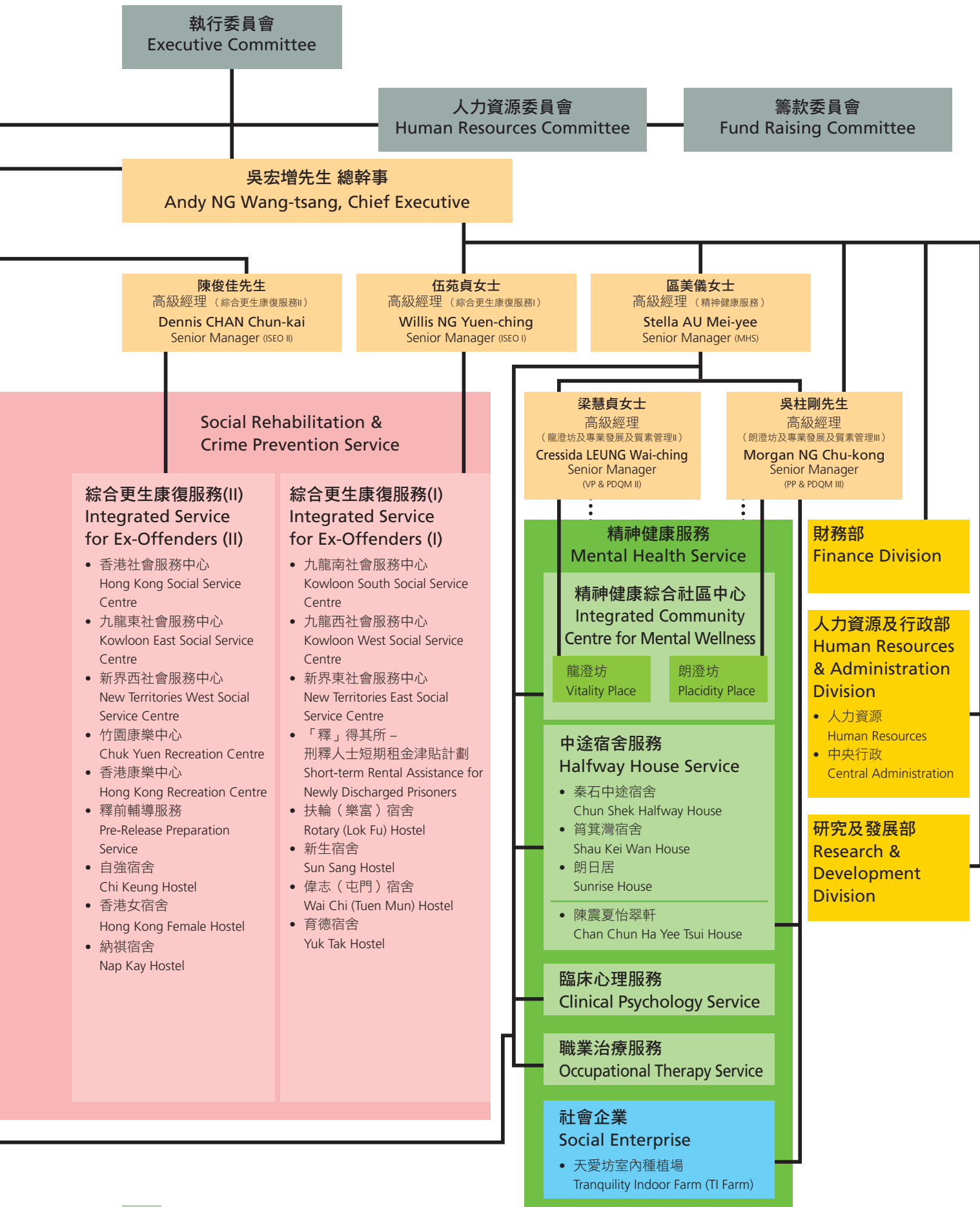
as at 31 March 2017

總經理 李淑慧女士	General Manager Ms. Anthea LEE Shuk-wai	工人 (展覽) 黃顯生先生 翁榮輝先生	Worker (Exhibition) Mr. WONG Hin-sang Mr. YUNG Wing-fai
副總經理 阮倩雅女士	Assistant General Manager Ms. Gloria YUEN Sin-nga	科文 (清潔) 鄭增文先生	Foreman (Cleansing) Mr. CHENG Tsang-man
財務及一般行政經理 羅秀鳳女士	Finance and General Administration Manager Ms. Candy LAW Sau-fung	清潔員工 陸炳周先生 梁永堅先生	Cleansing Worker Mr. LUK Ping-chow Mr. LIANG Yongjian
業務發展及營運經理 陳頌德先生	Business Development and Operations Manager Mr. Dick CHAN Chung-tak	朱英女士 何福明先生 黃日輝先生	Ms. CHU Ying Mr. HO Fuk-ming Mr. WONG Yat-fai
市場推廣及傳訊主任 丁曉彤小姐	Marketing and Communications Officer Ms. Sharen TING	鍾麗金女士 關玲秀女士 王燕卿女士	Ms. CHUNG Lai-kam Ms. KWAN Ling-sau Ms. WONG Yin-hing
平面設計師 謝瑞雪小姐	Graphic Designer Ms. Snowy TSE Sui-suet	陳翠媚女士 周昭蘭女士 何嫣玲女士	Ms. CHAN Chui-mei Ms. CHAU Chiu-lan Ms. HO Yuen-ling
行政助理 楊麗華女士	Administration Assistant Ms. Rosa YEUNG Lai-wah	覓灸 業務經理 章美建先生	MJ Business Manager Mr. Ken CHEUNG Mei-kin
銷售及營運主任 (搬運及物流) 張愛詩女士	Sales and Operation Officer (Removal & Logistics) Ms. Elsie CHEUNG Oi-size	副業務經理 蔡裕禮先生	Assistant Business Manager Mr. Terence CHOI Yu-lai
營運主任 謝卓謙先生	Operation Officer Mr. TSE Cheuk-him	大廚 梁子軒先生	Chef Mr. Jeff LEUNG Tze-hin
搬運領隊 莫劍輝先生 黃港華先生	Removal Leader Mr. MOK Kim-fai Mr. WONG Kong-wa	助理廚師 鄧錫敏小姐 劉建邦先生 郭勇先生	Assistant Chef Ms. TANG Shek-man Mr. LAU Kin-pong Mr. KWOK yung
科文 (展覽) 劉正平先生 黃偉民先生	Foreman (Exhibition) Mr. LAU Ching-ping Mr. WONG Wai-man	服務員 陳子琪小姐	Waiter/Waitress Ms. CHAN Tsz-ki

香港善導會 The Society of Rehabilitation and Crime Prevention, Hong Kong

組織架構 Organisation Chart





- 精神健康服務 Mental Health Service
- 社會康復及預防犯罪服務 Social Rehabilitation & Crime Prevention Service
- 行政管理／支援 Administrative Management / Support
- 專業發展及質素管理 Professional Development & Quality Management

1 於二零一七年六月三十日完結 Ended on 30 June 2017
 2 自二零一七年八月一日起生效 Effective from 1 August 2017
 3 於二零一七年九月三十日完結 Ended on 30 September 2017
 4 自二零一七年十月一日起由高級經理（專業發展及質素管理I）管理 Effective from 1 October 2017, overseen by Senior Manager (PDQM I)