# 機構事務 Corporate Affairs

「善導會繼續以『憑信念,創機會,傳希望』,讓不同的服務使用者在生命中,得到一個轉化機會,融入並貢獻社區,締造包容而安全的社會。」

'SRACP will continue to empower our service users with "Faith, Opportunity and Hope". Ultimately, through the opportunities provided to them, our service users can successfully integrate back into the community and lead to the development of an inclusive and safe society.'



## 同心抗疫 共渡時艱 Riding Out the Adversity Together

香港善導會心繫弱勢社群。今年初,新冠肺炎 疫症肆虐本港,本會立即調撥資源應對,並感 謝各方善長襄助,捐贈抗疫物資。同時,本會 亦善用網上資源,與服務使用者分享最新的抗 疫資訊與弱勢社群共同抗疫。

SRACP is committed to help disadvantaged groups in Hong Kong. Since COVID-19 started to wreak havoc across Hong Kong earlier this year, SRACP acted swiftly by allocating our resources, as well as received tremendous donation of anti-epidemic materials from various donors, to fight the virus together with the disadvantaged groups. Meanwhile, we also made good use of online resources to share the latest anti-epidemic information with our service users.





向服務使用者派發外科口罩、消毒搓手液及飯券。 Distributed surgical masks, hand sanitisers and meal vouchers to service users and their families.























在九龍區推出「愛心蜜蜜 送」外展服務,支援受疫情 影響的露宿者。

Launched "Love Delivery Under COVID-19" in Kowloon to provide timely care and support to street sleepers or homeless people.







在8個服務單位推出「玩具圖書館」服務,為受疫情 影響的學童提供適切的學習資源和玩具娛樂。 Provided "Toy Library Service" at 8 service units to provide multiple choices of toys, books and learning resources to children in response to school suspension due to the outbreak of COVID-19.



### 66

善用網上平台包括Facebook、IG及YouTube發放不同抗疫資訊及舉辦活動予公眾,正面應對疫情。 Make good use of social media platforms such as Facebook,

information to the public.

IG and YouTube, to distribute different anti-epidemic







## 機構傳訊 Corporate Communications

### 服務概覽

機構傳訊部的職責是通過策略性核心活動,加 強對內、外的合作和溝通,宣傳本會的核心價 值、使命、願景和成就。當中包括聯絡傳媒、 製作刊物、舉辦籌款活動、與持份者溝通、機 構形象管理、處理申訴等工作,以提升公眾對 本會的認識及支持。

#### **Service Overview**

The Corporate Communications Division (CCD) is responsible to enhance internal and external communication, as well as highlight and promote agency vision, mission, values and achievements through strategic core activities. These include media communication, corporate collaterals production, fund raising events organisation, stakeholder's communication, agency branding management, complaints handling, etc., to obtain public recognition and support.

### 年度重點 Highlights of the Year

### 致力推廣公共關係 提升本會形象

我們繼續透過不同渠道,宣傳本會多元優質服務,年內媒體訪問達45次,社交媒體發佈約200次。本會新增Instagram及LinkedIn官方帳號,加強本會專業與關愛形象及主動接觸不同層面及年齡的大眾。

除年報外,我們每年製作多份優質的機構刊物及宣傳片,如每半年出版一次的《善訊》,以呈現本會服務最新發動向,並讓公眾了解弱勢社群的需要。為提升本會服務質素,我們亦負責處理查詢及申訴事宜,履行迅速回覆和跟進的服務承諾。

### Striving to Promote Public Relations Enhancing Popularity of SRACP

In view of further disseminating the diverse and high-quality services of SRACP, CCD continued to implement an omni-channel marketing strategy. During the year, 45 media coverages and around 200 social media posting were recorded. Also, we registered IG and LinkedIn official accounts to reach out more audience, and to reinforce our professional and caring image.

In addition to the annual report, we produce high-quality corporate publications and videos, outlining our latest service trends and achievements, and enabling public to understand the needs of disadvantaged groups. To enhance the service quality, CCD is responsible for handling the complaints and inquiries to make sure we follow swiftly according to our service pledge.



本會致力提供優質服務,惠及不同階層社會需要,獲多間傳媒報道。 SRACP is dedicated to provide quality services for the social needs of different strata and received numerous media coverage.



本會善用社交媒體,推廣服務的最新動向,加強與公眾互動。 SRACP make good use of social media networks to promote the latest trends in service, and strengthen our communication and interaction with the public.







### 聯繫社群 拓展資源

善導會致力籌募經費發展多元服務,年內舉辦不同籌款活動,包括二零一九年四月十一日舉行的「第四屆香港善導會慈善高爾夫球賽」,超過百多位球手及嘉賓參與,共襄善舉,錄得淨籌款額約16萬元。

由「天龍控股有限公司」、「匯財金融投資控股有限公司」及「利眾清潔有限公司」聯合冠名贊助的第七屆「甦WALK慈善行・跑步賽」,原公工零二零年一月四日舉行,鑑於當時社會於二零二零年的因素,經慎重考慮後本會述取消,以保障各選手、義工及嘉賓安全。雖然賽事無奈取消,本會幸獲善長繼續慷慨支持,共籌得港幣約53萬元善款。上述籌得善款高危青少年及弱勢社群支援服務。

儘管過去一年,香港經歷前所未有的困難與挑戰,機構傳訊部仍嘗試推展多項全新的籌募活動,以連繫各界的捐助,包括「婚宴回禮捐贈計劃」、AEON「幸福的黃色小票」、「捐款箱存放計劃」等,除了資金的籌募,我們也希望公眾透過不同渠道認識本會服務,繼而支持預防犯罪、策勵更生、精神復元。我們在此衷心感謝社會各界對本會的支持。

## Reaching Out to the Community Exploring Supports and Resources

SRACP carried out various fund-raising events during the year to solicits supports from donors. "The 4<sup>th</sup> SRACP Charity Golf" was successfully held on 11 April 2019, with over 100 golfers and guests participated in the tournament for charity while net HK \$160,000 was raised.

"The 7<sup>th</sup> SRACP Walk and Run" was originally scheduled on 4 January 2020, which was jointly sponsored by the Draco Holdings Limited, Finsoft Financial Investment Holdings Limited and Benefit Cleaning Limited. It was cancelled, however, due to the consideration of uncertainty brought by social incidents during the period. It was a difficult decision that the event was called off to ensure stakeholders' safety. Yet, we are thankful to raise around HK \$530,000 with the enthusiastic support from all donors. All the above-mentioned funding would be appointed to support the non-governmental subvention services development, including crime prevention, youth-at-risk group and under-privileged supporting services.

We are most grateful for the generosity and donation of all supporting parties despite Hong Kong has experienced unprecedented challenges over the past year which made fundraising very challenging. In addition to holding regular fundraising events, some new fund-raising initiatives were introduced during the year, including 'Wedding Donation Scheme', AEON 'Yellow Receipt Campaign', 'Donation Box Placement Scheme' etc., which not only target for fundraising, but also aim to encourage the public to support crime prevention, fostering rehabilitation and mental wellnesses with us hand-in-hand.



本會年內推展多項全新的籌募活動,連繫各界的捐助,造福社群。 SRACP carried out a number of new fundraising initiatives during the year to solicit support from donors and bring goodness to the community.



## 善導 ● 共生 從「甦屋」到「賽馬會箕寓」 Co-living in SRACP, from "So Uk" to "Jockey Club Key House"

近年在政府大力推動下,共住、共生的社會房屋概念日漸盛行,本會積極扮演先導者、營運者及規劃者角色,發展別具意義的社會房屋。 我們早於二零一七年連繫社會不同界別的力量,包括業主、專業人士和捐助者等,率先推出「甦屋」計劃,成為推動過渡性社會房屋的先導者之一。 With the Hong Kong government's advocacy, the social housing concept combining the elements of co-housing and co-living has become a new trend in transitional housing in recent years. The Society actively plays the role of a pioneer, operator and planner to develop social housing with special significance. As early as 2017, we connected community stakeholders including landlords, professionals and donors to develop the "So Uk" Project which became one of the pioneers in promoting transitional social housing.





[甦屋]計劃為更生人士提供適切的過渡性 居所,協助他們重投社會。

"So Uk" Project provides affordable and quality accommodation to ex-offenders to help them get back on tracks.





Cross generation co-living model of "So Uk 2.0" aims to promote mutual support among people from different age groups and backgrounds, and help them to create a family-like support network.



「甦屋2.0」的共享空間為住客提供多元化的設施,照顧他們的 消閒和個人發展需要。

The various facilities provided in the common area of "So Uk 2.0" address residents' recreational and personal enhancement needs.



樓高四層的筲箕灣宿舍是一 所特建中途宿舍,為男性精 神復元人士提供過渡性住宿 服務。

The four-storey Shau Kei Wan House was a purposebuilt halfway house providing transitional accommodation for male persons in recovery.





(構想圖 Rendering)

在未來的發展藍圖中,「賽馬會箕寓」將會為社區營造一個交流平台,推動互助和共融社區。 In its future development blueprint, "Jockey Club Key House" will be a communication platform to promote mutual support and inclusion for the local community.

「甦屋」計劃紓緩更生人士的住屋需要,在其過渡階段提供適切的居所,協助他們重投社區獨立生活。自二零一七年起,本會發展3間「甦屋」,分別位於油麻地和新蒲崗,至今支援了28位獨居更生人士,和3位單親媽媽及其子女。

時至今日,本會成為香港社會服務聯會共享房屋計劃的營運機構之一,在中環士丹頓街開展第4個「甦屋」項目一「跨代獨居人士共住計劃」(甦屋2.0),開展重要里程。計劃為24位來自不同年齡層及背景的獨居人士,提供過渡性住宿和個人發展機會,同時為服務使用者建立模擬家庭支援網絡。是次新嘗試正好為本會重建項目一「賽馬會『拍住上』共居社區計劃」提供發展基礎。

在未來三年,有廿五年歷史的筲箕灣宿舍將重建為樓高22層的「賽馬會箕寓」共住大樓,為逾140名家外青年及精神復元人士提供安全穩定的居住環境,讓他們得以發展個人潛能,連繫社區,建立個人和社會資本,規劃人生目標,為未來創造新機遇。本會期望新大樓會成為地區人士交流和消閒的場所,推動共融社區。

"So Uk" Project established with an aim to provide affordable and quality housing for ex-offenders, and help them transit to independent living in the community. Since 2017, 3 "So Uks" were established in Yau Ma Tei and San Po Kong. Beneficiaries include 28 ex-offenders, 3 single mothers and their children.

Today, we joined the Hong Kong Council of Social Service Community Housing Movement to establish the fourth "So Uk" — "Multi-generational Co-living Housing Project" (So Uk 2.0) which was located in Staunton Street, Central to provide transitional accommodation, personal development opportunities and establish a family-like support network to 24 adult singletons from different age groups and backgrounds. This new attempt also provides valuable experience to the Society's new redevelopment project — Jockey Club "Craft Your Life Together" Co-living Community Project.

In the coming three years, the 25-year-old Shau Kei Wan House will be redeveloped into a 22-storey building named "Jockey Club Key House". The new co-living building will provide a nurturing living environment to over 140 out-of-home youths and persons in recovery aiming to help them develop personal competencies, establish community connections, as well as build personal and social capitals for a hopeful and meaningful future. It will not only help residents to connect to the community, but also provide a place for community gatherings to promote social inclusion.

## 資訊科技 Information Technology

### 服務概覽

為會內提供資訊科技服務及支援,並負責制定 資訊科技策略、計劃和措施,確保服務單位適 當地運用資訊科技,從而更快捷為持份者提供 資訊和服務,以達到其政策目標。

### **Service Overview**

We provide IT services and support within the Society, as well as deliver IT strategies, plans, policy and guidelines, with the aim to ensure all units use information technology properly, and provide information and services to stakeholders conveniently and quickly; thus to achieve their policy goals.

### 服務數據 Service Data

系統 System	使用系統的服務單位 Units using the system
雲端電郵及文書處理系統 Cloud-based Email and Document Processing System	全會 All units
知識分享平台 SRACPortal	全會 All units
線上電子簽名解決方案 Online Electronic Signature Solution	全會 All units
人事管理系統 Human Resources Management System	全會 All units
財務管理系統 Financial Management System	財務部 Finance Division
ORSIS更生人士服務綜合系統 Offender Rehabilitation and Service Integration System	社會康復及支援綜合服務中心、法院社工服務、宿舍 服務 Integrated Service Centre for Social Rehabilitation & Community Support, Court Social Work Service, Hostel Service
MESIS精神健康服務綜合系統 Mental Health Service Integrated System	精神健康綜合社區中心 Integrated Community Centre for Mental Wellness
持份者關係管理系統 Stakeholders Relationship Management System	全會 All units
僱員管理系統 Human Resources Management System	社企明朗服務有限公司 Social Enterprise Bright Services
僱主網絡管理資料庫 Employment Management Database	職業發展服務 Employment Development Service
健康教育服務資料庫及管理系統 HES Management Database	健康教育服務 Health Education Service
賽馬會「挑戰你 ● 想」手機應用程式 Jockey Club "YouChallenge" Mobile Apps Application	青年培育及創業服務 Youth Empowerment and Entrepreneurship Service
「甦連」手機應用程式"SoLink"Mobile Apps Application	社會康復及支援綜合服務中心、法院社工服務 Integrated Service Centre for Social Rehabilitation & Community Support, Court Social Work Service



### 年度重點 Highlights of the Year

### 善用資訊科技優化服務質素

本會獲社會福利發展基金資助開發「人事管理系統」及技術支援。各服務單位在年內陸續應用「持份者關係管理系統」,加強本會與不同持份者之間互動。為配合流動支付、物聯網及大數據的嶄新服務模式,本會將於會內各系統試行雲端科技,以配合未來發展。

為提升服務單位科技設備,資訊科技組將申請 社會福利署的「無線上網服務先導計劃」,為本 會17間社會康復及支援綜合服務中心及住宿服 務提供免費無線上網服務:本組亦協助本會精 神健康綜合社區中心和中途宿舍服務申請社會 福利署的「樂齡及康復創科應用基金」。

### 知識管理

本會致力推行知識管理,以加強會內的分享文化、專業發展及承傳工作經驗。知識管理工作小組訪問本會資深同事,整合他們多年的工作智慧和寶貴經驗,並於會內刊物《知識星期一》及分享平台「Microsoft Sway」與同事分享。年內,工作小組進行了一次新同工導向小組,向新加入的職員介紹知識管理,以遊戲及「知識茶座」的形式讓他們體驗知識管理工具的效果,鼓勵其培養分享文化。

另外,工作小組計劃下年度在兩個服務單位試行「知識盤點」及「社交網絡分析」,並為相關服務單位制定適合的知識管理策略及工具,以提升工作效率。

### Making Good Use of Information Technology Improving the Service Quality

The Society received sponsorship from the Social Welfare Development Fund to develop the "Human Resources Management System". Also, service units gradually rolled out the "Stakeholders Relationship Management System" to strengthen the relationship between different stakeholders and the Society interactively. To catch up with the latest trend of Mobile Payment, internet of things and big data for new service model, the Society will make use of cloud service in the internal systems for its further service development.

In order to upgrade the technical equipment of service units, the Information Technology Division will apply for the "Wi-Fi pilot project" of Social Welfare Department, to provide free Wi-Fi service to the 17 subvented service units of the Society including social rehabilitation and community support centres, hostels and halfway houses. Meanwhile, we will assist ICCMWs and halfway houses to apply the "Innovation and Technology Fund for Application in Elderly and Rehabilitation Care" from the Social Welfare Department.

### **Knowledge Management**

The Society puts effort in promoting effective Knowledge Management (KM) in order to enhance the sharing culture, professional development and to inherit valued working experience. The working group interviewed experienced staff to share their working wisdom and valuable experience, which was then integrated and released in internal publication "Knowledge Monday" and sharing platform "Microsoft Sway". This year, the working group had organised presentations, games and KM tool such as "K-cafe" in the new staff orientation to demonstrate the KM concept and cultivate a sharing culture to the new staff.

The working group is going to implement "Knowledge Stock-take" and "Social Network Analysis" in two pioneer service units in the coming year, as well as to design suitable KM strategy and tools to increase the working efficiency of the service units.





## 研究調查 Research Study

### 服務概覽

近年社會轉變急速,服務使用者對社會服務 的需求不斷變遷,本會服務也隨之與時並進。 我們的重點工作包括研究調查、數據及知識管 理、創新開發,以配合機構未來發展。

## 年度重點 Highlights of the Year

### 研究調查

為貫徹機構實證為本及循證實踐的理念,我們 近年於各服務單位大力推動各類的研究調查。 本年度,我們在會內推行多項服務成效及質素 評估,例如少數族裔重犯風險評估、男性性工 作者的社會服務需要。我們亦定期向會內外公 布研究成果,例如年內在大型國際會議上分享 數個研究結果。

#### **Service Overview**

The needs and demands of our service users are changing at a fast pace, driven by the rapid social change. We have three areas of work, namely, research, data and knowledge management, as well as innovation and development, so as to keep up with the further development of the Society.

### Research

In recent years, we are endeavored to foster a culture of evidence-based and evidence-informed practice, by promoting different kinds of research study. This year, we conducted several research and impact assessment studies, such as assessment on the recidivism of ethnic minorities (EM), service needs of "men who have sex with men" sex workers. Besides that, we periodically present research findings internally and externally. This year, we presented several research findings in an international conference.



我們在「變革與創新創造更美好的世界:社會工作專業的未來」國際會議分享本港精神健康服務應用動物治療的情況。

We presented the application of animal therapy in mental health service in Hong Kong at the international conference "Change and Innovation for a Better World:The Future of Social Work Profession".

### 數據及知識管理

在數據及知識管理方面,我們除了管理本會數據庫,例如服務資料及數據統一電腦系統,亦定期收集和分析服務數據。運用大數據分析技巧,更有系統地剖析會內多個數據庫的資料,並按分析結果協助各部門提升現時服務,以及發展新服務。為提倡「知識承傳」的理念,我們亦出版第三期《善研》,以「蜕變邊緣」為主題,帶領讀者多角度了解邊緣人士的世界,內容豐富。

### 創新發展

為配合本會多元創新發展的方針,我們不時參考海外及本地文獻,以及會內不同研究分析結果,協助各服務單位撰寫服務資助招標申請及計劃書,並成功申請數項服務資助。我們在年內獲得禁毒基金一項約80萬的研究資助,以進行與更生人士濫藥有關的研究。

### **Data and Knowledge Management**

In terms of data and knowledge management, in addition to managing the database of Society, we also analyse the collected data regularly. Following the global trend of big data analysis, we adopted the big data analytic technique in several internal databases this year. The findings generated from these analyses were reported to the corresponding units for service improvement and development. In order to promote the concept of "knowledge inheritance", we published the third issue of "Sracpology" during this year themed "Breakthrough Margin". It led readers to experience the living environment of the marginalised persons in Hong Kong from different perspectives.

### **Innovation and Development**

Innovation and Development are essential element for the Society's growth. Through literature reviews and the application of the internal research findings, we assisted the Society to compile several project proposals and successfully applied for several service funding. This year, we successfully applied a HK\$0.8 million research funding from Beat Drugs Fund to investigate the drug taking issues in ex-offenders in Hong Kong.





今期《善研》以「蜕變邊緣」為主題,並邀請不同專業人士撰文。

This issue of "Sracpology" focused on the topic of "Breakthrough Margin" and invited different professionals to write articles.

# 人才發展及職員訓練

## **Talent Development and Staff Training**

### 服務概覽

### 重視人才培訓

人才發展部致力統籌、策劃及執行本會員工培訓、專業發展、知識承傳等範疇的工作。本年度,我們除了舉行內部培訓如「認識、預防及治療創傷工作坊」、「社交媒體工作坊」及「服務表現監察制度評審員訓練」外,亦邀請The DO School顧問簡介「賽馬會社工創新力量計劃」,以及海外導師Dr. Gwenda Willis及Mr. David Prescott網上教授「美好生命模式培訓」。我們鼓勵及資助同事參與海外交流培訓,全年受資助同工共917人次,包括「更生康復服務英國學習團」。

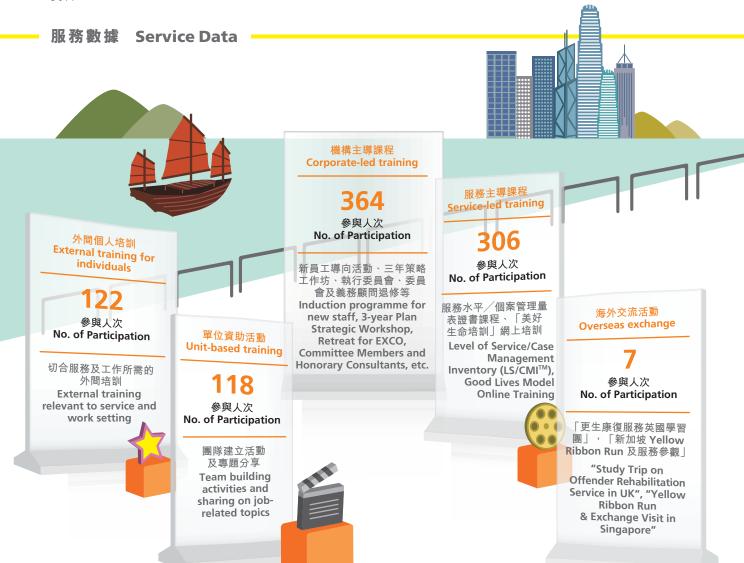
本會與大專院校保持緊密連繫,為社會工作學系、犯罪學系及輔導學的學生提供實習機會, 支援本地社會服務教育的發展。年內,本會安排26位來自各院校的學生於不同服務單位進行 實習。

#### **Service Overview**

### **Personnel Training**

Talent Development Division plans, co-ordinates and implements staff training, professional development and knowledge exchange programmes. This year, in addition to hosting internal training, such as "Workshop on Understanding, Preventing & Healing Trauma", "Social Media Training", "Training for SPMS assessors"; we also invited the consultant of The DO School to share the programme of "InnoPower@JC Fellowship for Social Worker", as well as Dr. Gwenda Willis and Mr. David Prescott were invited to conduct "Good Lives Model Online Training". In addition, staff were encouraged to join the overseas training for exposure such as "Study Trip on Offender Rehabilitation Service in UK". Together with all different kinds of trainings, a total number of 917 staff participation was recorded.

Last but not least, we maintained close contacts with institutions and provided fieldwork placement for students taking social work, criminology and counselling courses. During the year, we arranged fieldwork placements for 26 students at our service units.



### 年度重點 Highlights of the Year

### 執行委員會、委員會及義務顧問退 修活動

本會17位執行委員、委員及義務顧問,與機構管理團隊於二零一九年十二月共同參與退修活動,討論機構未來五年的發展方向,並制定來年策略目標,包括了解服務使用者的需要,尤其受社會事件之影響;轉化服務使用者或朋輩成為貢獻者;發展服務指標,以及透過人才培訓,培養持續學習文化。

### 善導培訓中心推動專業發展

本會獲廣東省社會工作師聯合會邀請授課,提供為期4天的「禁毒社會工作人員專業能力提升訓練班」。我們派出8位代表到廣州授課,內容包括簡介香港禁毒服務、危機評估方法及動機式晤談法、禁毒理論、本會朋輩支援服務經驗等;並即場示範以靜觀應對心理對毒品的渴求,參與者反應熱烈,促進兩地專業交流。

執行委員會、委員會及義務顧問在退修活動與機構管理 團隊合照。

Group photo of EXCO, Committee Members, Honorary Consultants and senior management staff at Retreat of SRACP.

## EXCO, Committee Members and Honorary Consultants Retreat

EXCO, Committee Members and Honorary Consultants Retreat of the Society was held in December 2019. Seventeen EXCO members, committee members, consultants and Agency Management Team joined together to conceive collectively the five-year strategic plan of the Society. Strategic focuses were discussed for the coming year, including identifying service users' needs especially those affected by the social incidents, transforming service users or peers into contributors, developing service indicators and cultivating continuous learning culture through talent development.

## **SRACP Training Centre Promotes Professional Development**

We were glad to be invited to provide four-day training named "Anti-Drug Professional Training" to Guangdong Professional Social Workers Association in November 2019. Eight representatives of the Society hosted the training in Guangdong. The training included the overview of drug prevention services in Hong Kong, practical skills like risk assessment and motivational interviewing, theories on addictive behavior, live demonstration of mindfulness practice in handling craving were also conducted. In addition, representatives shared our Society's peer supporter service experience with mainland practitioners. Participants were enthusiastic and it could help promote mutual professional exchanges.





本會導師與廣東省社會工作師聯合會合照留念。 Our trainers took a group photo with Guangdong Professional Social Workers Association.





Consultant of The DO School was invited to share the programme of InnoPower@JC-Fellowship for Social Worker with our senior management, supervisors and social workers.



## 職員福利會 Social Welfare Association

### 服務概覽

本年度,職員福利會於聖誔節期間舉行職員週年聚餐,有155名同工親屬及委員出席。我們亦舉辦「馬卡龍製作班」及「日本和諧粉彩體驗班」,讓同事紓緩工作壓力,並促進不同單位同工之間互相認識。一如以往,我們組織籃球隊及足球隊,代表機構出戰社工盃的足球和籃球比賽;另組織定期排球訓練,鼓勵更多同事參與運動,強身健體。

#### **Service Overview**

This year, Staff Welfare Association (SWA) organised annual gathering during Christmas, a total number of 155 colleagues, fellows and committee members joined. Also, we organised "Macarons baking class" and "Nagomi drawing" to facilitate the interaction of staffs from different service units. As usual, we supported our soccer and basketball teams to join the social work cup competitions. Moreover, we continued to organise regular volley ball training for all staffs.



同事參加「日本和諧粉彩體驗班」尋找平靜,療癒身心。 Staff joined "Nagomi drawing" to seek harmony and healthy halance





職員和親屬歡聚一堂於職員週年聚餐共渡聖额。

Staff and their relatives gathered together to celebrate Christmas at SWA Annual Lunch Buffet.



一家大小享受「馬卡龍製作班」的樂趣。 Staff and their relatives enjoyed the "Macarons baking class".