

主席獻辭

Chairperson's Message



去年是不平凡的一年。

經歷兩年研究與準備，本會於去年按顧問公司建議，全面重組服務架構，亦在中央總部組成機構傳訊、資訊科技及人才培訓部門。

翻查紀錄，本會上一次改組已是二零零三年，當年社會面對經濟危機，政府資源緊絀，當時的改組或多或少是回應即將面對的困難處境。時移勢易，本會今次改組是前瞻性和策略性的。經過十多年，我們大抵已適應了政府的整筆過撥款制度，我們的非津助服務亦穩步增加。雖然我們仍以更生服務為主軸，但我們大力發展預防犯罪工作以及社區精神健康服務，是希望能有效實踐機構的願景，即建構一個更接納包容、更安全的香港社會。而今次改組的最大目的，是為機構的未來發展，打穩基礎，創造優勢。

香港社會的安全指數全球名列前茅。這不是一個偶然現象，而是社會各方各界共同努力的成果。善導會長久以來協助更生人士康復，樂見這個良好趨勢，但絲毫不會鬆懈。香港社會改變步伐急促，社會每一個體都必須與時並進。過去更生工作模式或有一定成效，但不一定適用於未來：預防勝於治療，我們要及早做更深入和更廣泛的預防犯罪教育。我有信心改組後的善導會較有條件在這方面做得更好。

善導會過去主要服務有刑事背景的精神病康復者。十年前開始，政府銳意發展社區層面的精神復康工作，而精神健康綜合社區中心的發展，善導會也有參與其中，逐漸成為精神復康界的一個重要持份者。自此，機構使命目標也有所轉變。自去年起，本會的願景、使命及核心價

The Society of Rehabilitation and Crime Prevention, Hong Kong (SRACP) experienced an extraordinary year in 2014/2015.

After two years of study and preparation, the Society underwent a full-fledged service re-structuring exercise and created new departments at the Head Office based on suggestions given by the consultancy. They are Corporate Communications Division, and Information Technology and Talent Development Division.

The Society's records showed that its last re-structuring can be dated back to 2003 when Hong Kong was facing an economic crisis. With tighter government subventions, the last re-structuring in 2003 was carried out in response to foreseeable difficulties. Our recent re-structuring, however, is both forward-looking and strategic. The Society is accustomed to the Lump Sum Grant Subvention System which has been in place for more than a decade. Its non-subvented services have also increased steadily. Although rehabilitation is still its core service, the Society's service scope has expanded to cover both crime prevention and mental health in the community, with an aim to realising our vision of contributing to the development of a more inclusive and safe society. Our re-structuring today is intended to lay down a solid foundation and create further strengths for the Society's development in the years to come.

Hong Kong's global ranking in social security is at the forefront. This is achieved not by chance, but by the concerted efforts of people from different walks of life. A long-established organisation focusing on ex-offenders' rehabilitation, SRACP is glad to see this positive trend but is not complacent at it. In Hong Kong, we have a fast-moving and ever-changing society. Every one of us has to move with the times. Rehabilitation models in the past might have achieved satisfactory results but they may no longer be applicable in the future. To make hay while the sun shines, we have to organise more in-depth and extensive crime prevention education programmes. I am confident that a re-structured SRACP will be in a better position to achieve this end.

值宣言已將精神復康，或現在叫做精神復元，涵蓋其中。今後，善導會亦將積極拓展精神健康工作，在另一個服務平台，實現締造一個包容接納社會的機構願景。

自整筆過撥款制度實施以來，社福機構變得越加獨立自主，機構董事會（在本會稱之為執行委員會）在機構方向釐定、管治方面的責任越來越大。執行委員會會議每次討論事項眾多，每個項目都極為重要。

今年年初，執行委員會舉辦了一次退修會，當中討論了兩個影響深遠的議題，第一個議題是機構的薪酬和職位制度應否維持現時類近政府公務員體制，抑或要進行「機構改進計劃」顧問公司建議的改革，逐步為現時的人力資源管理制度拆牆鬆綁，使機構在人力資源運用更具彈性，足以應付機構發展需要。不過，薪酬職位制度可說是社福機構一個最敏感部分，必須小心處理。然而，機構必須面向未來，人力資源要配合未來發展所需。有關議題經過熾熱討論，最終執行委員會同意踏出第一步，在未來數年，機構將會詳細籌劃逐漸邁向新的職位薪酬制度，在去年服務架構重整之後，啟動下一輪主要的變革。

我們第二個討論議題，是善導會社企的發展。社企近年在香港可謂方興未艾。其實，早在一九九七年，善導會的明朗服務有限公司（明朗）已是社企的雛型，而明朗發展至今，聘用全職員工五十多人，連臨時及其他短期崗位，已聘有百多人之數。明朗有多項業務，規模不大，雖未有什麼營運收益，但過去幾年整體已踏入自負盈虧的局面。然而，自去年起加入韓廚麵之後，生意營運壓力驟增，明朗的財務對母機構來說也帶來一定的挑戰。

正如大多數香港的社企一樣，善導會的社企經營上仍然艱難。作為一間既要透過商業營運維持運作，亦同時聘用弱勢社群，為他們創造就業的社會企業，明朗的艱難是可以理解的，而明朗作為協助更生人士、精神病康復者及其他弱勢社群的一個就業培養平台，是否值得繼續

In the past, the Society's mental health services focused on ex-mentally ill persons with conviction records. Ten years ago, the government put greater efforts on community mental health services. From then on, the SRACP not only got involved in the establishment of the first Integrated Community Centre for Mental Wellness, but also became an important stakeholder in mental health services. Since then, the Society's vision has changed. Starting from 2014, the Society's vision, mission and core values have incorporated mental health recovery. It will also expand its mental health services, thus contributing to the development of an inclusive and safe society through another service platform.

Since the Lump Sum Grant Subvention System is in place, social welfare organisations have become more independent. At SRACP, the Board of Directors (which is called Executive Committee at the Society) has taken up more responsibilities in formulating the Society's development directions and corporate governance. In every meeting of the Executive Committee, it has to discuss various very important items.

In early 2015, the Executive Committee organised a retreat, during which it discussed two items with long-lasting influence on the Society. First was about whether the Society's remuneration system and job position structure, which are similar to government practices, should continue or undergo changes as proposed by the Agency Enhancement Project (AEP) consultancy. The latter will involve gradual changes to its existing human resources management system, making it more flexible to meet corporate development needs. However, remuneration system and job position structure are the most sensitive issues in social welfare organisations, which must be handled prudently. Yet, the Society has to move forward and its human resources must complement with future developments. After heated debates, the Executive Committee finally agreed to take a first step by moving towards a new remuneration and job position system in the coming few years. This is another giant step for change after launching the AEP in 2014.

The social enterprise sector in Hong Kong continues to grow. The second discussion item by the Executive Committee was social enterprise development under the Society. Its Bright Services Company Limited (BS), an entity which operates like a social enterprise, was established as early as 1997. By now, BS employs more than 50 full-time staff. Together with some temporary and short-term posts, its total number of employees has exceeded 100. BS, a small entity with multiple businesses, is financially viable though without much operation profit. Ever since the inclusion of Chef's Noodle, BS has been facing greater operation pressure and its financial situation poses a challenge to the Society.

下去，是一個不易回答的問題。直到今天，明朗依然存在，善導會對社企依然大力支持，這反映機構對社企模式是認同的，也明白社企所扮演的角色，不是社會福利項目，或是商業機構的社會責任項目所能取代。善導會有幸成為香港社企業界一員，亦會和其他機構一樣奮力向前，支持香港的社企發展，也相信解決社會問題，社會福利不應是唯一的出路。透過社企，我們鼓勵和期待更多社會創新，啟發更多新思維去面對社會大眾的需要。

今年是我就任善導會主席的第二年，工作雖然繁多，但亦富有意義。善導會及明朗的日常工作與管理，當然要借助我們三百多位盡心盡責的員工，和百多名努力不懈的明朗僱員。然而，在他們背後有一群出錢出力、出心出時間的各級委員，他們都是社會各界的精英翹楚，沒有他們的指導與支持，會務工作不能順利發展。當然，我們也有很多有心有力的合作夥伴，不論是政府部門，尤其是懲教署和社會福利署，又或是眾多的資助機構，沒有它們，我們舉步維艱，難以發揮。此外，我們亦有為數眾多的義工，他們在我們服務的每一角落，默默耕耘，發熱發光，謹此向他們致以由衷敬意。

「專業、進取、關愛」是我們的座右銘，「預防犯罪、策勵更生、精神復元」是我們的工作，「一個機會、一個未來」是我們向社會大眾宣揚的訊息。讓我們攜手同心，繼續邁步向前。



李瀚良
Patrick Li

Like many other social enterprises in Hong Kong, the Society's social enterprise still operates under difficult business environment. BS's difficult situation is easily understandable. It has to operate under a normal business model, yet it has to hire the disadvantaged groups and create job opportunities. Whether it is worthwhile to continue providing a training platform for ex-offenders, ex-mentally ill persons and disadvantaged groups through BS is still a question difficult to answer. Up till now, BS still exists with strenuous support given by the Society. This demonstrates the Society's recognition of a social enterprise model as well as the roles a social enterprise plays. Social enterprise is not a social welfare project, nor can it be replaced by any corporate responsibility projects of commercial entities. The Society is honoured to play a part in the social enterprise sector and will support its further development together with other organisations. It believes that social welfare should not be relied upon as the only solution to solve social problems. We encourage and expect more innovations in the society via social enterprises, thus inspiring more novel ideas to address social needs.

In my capacity as Executive Committee Chairperson of the Society for the second year, I find my work heavy but highly meaningful. For the daily operations and management of the Society and BS, we rely on more than 300 staff members at the Society and over 100 staff members at BS. Working hand in hand with them are committee members from different sectors, who spend time and money, and spare no efforts to assist the Society. Without the guidance and support from these experts, the Society would not progress so smoothly. Also, we have many valuable partners whose assistance has made our work much easier. They include various government departments, particularly the Correctional Services Department and the Social Welfare Department, as well as sponsoring organisations. We are also indebted to the large number of volunteers who dedicated their time to helping us out in every service scope.

Professionalism, advancement and care are our mottos. Our work is about crime prevention, rehabilitation and mental health recovery. "An Opportunity, A Better Future" is our message to the public. Let's work together for further advancement in these meaningful causes.

總幹事報告 Chief Executive's Report

由今年開始，我們的年報內容統一以財政年度為依歸，故我在這份年報所報告的，是本會在二零一四年四月一日至二零一五年三月三十一日期間的主要服務發展。在上一份年報，我已略述截至二零一四年十月的時候，故此我在今次報告主要集中在十月以後的發展。

更生服務

全會的服務架構重整，由分區管理轉為以服務類別區分，無疑是本會的「機構改進計劃」最主要落實的措施。年內，更生服務有兩大重要發展。自二零一四年四月一日起，樂天倫服務中心改組成為本會第七間社會服務中心，而所有社會服務中心由兩位高級經理統一管理。另一項重要發展乃籌劃中的「服務資料及數據統一電腦系統」。建立系統的目的是要省却社會工作人員的時間。他們提供服務後，往往需要整合大量繁瑣但必要的資料處理及輸入。由於社會服務中心每年服務 5,000 至 6,000 名更生人士，這個電腦系統如能妥善處理大量的現金援助紀錄及服務統計，不但有助社工騰出更多時間處理專業服務，更可提供電腦數據，對服務需求的趨勢及發展方向肯定提供極重要的參考作用。新系統預計二零一六年六月開始試用。

此外，康樂中心服務亦計劃引入改組。現時以中心為服務基地的設計或已過時，康樂服務對減低更生人士的重犯風險十分重要。兩所康樂中心現由一位服務主管統領，將服務帶到更生人士聚集的地方，而小組及集體活動將主導康樂服務的發展。本會將向社會福利署建議逐步減少中心偶到服務的水平，增加小組及活動的服務，這樣更符合服務使用者的需要。



Starting from this Annual Report, the reported items will tie in with the corresponding financial year. My report will thus cover the Society's major services and developments for the period 1 April 2014 to 31 March 2015. In the last Annual Report of the Society, I have covered major items up to October 2014. Now, I will focus on developments since October 2014.

Social Rehabilitation

A major achievement of our Agency Enhancement Project (AEP) is certainly a service re-structuring exercise under which the Society's service structure had been transformed from a district-based configuration to a service-oriented management model. During the year, our social rehabilitation services witnessed two major developments. A re-structured Home Circuit Service Centre became our seventh Social Service Centre since 1 April 2014 while the management of all seven Centres was centralised under two senior managers. Another major development was the preparation of an Offender Rehabilitation of Service Integrated System (ORSIS), a centralised service information and data computer system which is intended to be a time-saving device for our social workers. Our Social Service Centres serve 5,000 to 6,000 ex-offenders every year. After providing services, our social workers have to compile and input a large amount of necessary data. With this computer system in place, the enormous number of cash assistance records and service data can be handled in a more time-saving manner, thus allowing our social workers to spend more time on their own profession. This centralised database can also provide very useful reference for service needs, trends and development directions. A trial run is expected in June 2016.

Considering that recreation services can help lower the risk of recidivism, a re-structuring of the two Recreation Centres is being planned. Under the new structure, the two Centres will be managed by one supervisor. In view that a district-based model may have been obsolete, the Centres will actively outreach their services to places where ex-offenders gather while small and large group activities will