

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

二零零五年，本會偉志宿舍遷入屯門現址，二零零七年，社會福利署增設短期租金津貼計劃，但自此更生人士的住宿服務再沒有任何發展。一直以來，隨著租金上升，一般單身更生人士憑著以綜援水平發放的短期租金津貼，只能租住環境十分惡劣的劏房及板間房。縱使同工已十分努力，但部分更生人士寧願露宿街頭亦不願意入住該等住處。

本會一直致力改善現有宿舍的居住環境，例如增設空調，有限度放寬 24 小時進出，方便夜班工作的更生人士；故此，本會認為政府應考慮額外增撥資源，成立新的更生人士宿舍。

預防犯罪

二零一四年上半年，本會大部分預防犯罪服務均獲得原有贊助機構或新資助組織延續資助，沒有任何計劃因服務資助期屆滿而結束。

至二零一五年中，本會幾個大型預防犯罪計劃已運作超過十年，當中包括現時在業界具有一定知名度的水銀星三號 — 深入愛滋病及血液傳染疾病支援及預防教育計劃（同工簡稱為「水銀星計劃」）。計劃一直由愛滋病基金會資助，並已成為該會最主要的授助計劃。水銀星計劃的服務對象已不限於共用針筒的濫藥高危一族，亦包括為他們提供服務的性工作者、包括濫藥數字不斷上升的南亞裔族群、男性工作者等。計劃除了在監獄開展愛滋病教育外，還有血液測試、在中港巴士口岸派發安全用品等，這些均為同工採用的介入手法。

模擬法庭 • 公義教育計劃開展至今已八年，年內獲得香港法律專業學會及廣正心嚴慈善基金聯合資助。此外，計劃正式納入社區教育服務範疇，令本會為學校提供的服務更為統一，加上社區教育服務團隊亦可參與模擬法庭大賽，藉此增加協同效應。雖然本會每年都要為模擬法庭 • 公義教育計劃籌措來年經費，然而，計劃極具意義，並已成為本會的品牌活動，相信定能繼續獲得外界支持。

form the basis of recreation services. We will propose to the Social Welfare Department (SWD) a gradual reduction of drop-in services but an increase in the number of group services and activities which can better meet service users' needs.

Our Wai Chi Hostel relocated to Tuen Mun in 2005. In 2007, the SWD launched a Short-term Rental Assistance for Discharged Prisoners programme. However, no further development has been observed regarding hostel services for ex-offenders. Short-term rental assistance for single ex-offenders, provided based on levels under the Comprehensive Social Security Assistance Scheme, is found to be insufficient in view of continuous rental increases. They can only live in sub-divided units or cubicles with very poor living conditions. Despite enormous efforts by our colleagues, some ex-offenders still prefer sleeping on the streets to living in those accommodations.

The Society endeavours to improve the living conditions of its hostels such as installing air-conditioners and allowing 24-hour entry and exit for ex-offenders who work night shift. We think that additional subventions should be allocated by the government for setting up new hostels for ex-offenders.

Crime Prevention

In the first half of 2014, most crime prevention projects of the Society continued to receive support from their existing sponsors or succeeded in securing new sponsorship funds. Not a single project had to cease operation because sponsorship period ended.

By mid-2015, a few large-scale crime prevention projects of the Society will have been operated for more than ten years, including the industry-renowned Mercury III - Intensive Support and Preventive Programme for AIDS and Blood-Borne Disease (colleagues call it "Mercury III" in short). This project, funded by AIDS Trust Fund since its launch, is a major sponsor project of the Fund. Its service users no longer confine to the high-risk substance abusers who share syringes/needles and sex workers who provide service for these substance abusers. It also covers South Asian ethnic minorities whose cases of substance abuse are on the rise, as well as male sex workers. In addition to AIDS education in correctional institutes, Mercury III also adopts different intervention approaches such as providing blood test and distributing safety kits at ports.

Mock Trial — Justice Education Project has been launched for eight years. During the year, it received sponsorships from the Hong Kong Academy of Law and Mama Charitable Foundation. After formally grouped it under community education, our services for schools have

精神健康

經過十多年分區管理，各間中途宿舍操作上出現頗大差距，雖然不同單位運作模式各異自有原因，但運作差距對服務的發展、優化、以至單位之間的支援，造成一定障礙。自二零一五年初開始，本會四間中途宿舍陸續調整各項運作，務求令服務模式更趨一致。為減少輪班員工通宵留宿候命的次數，本會中途宿舍增設通宵更員工，若成效理想，這些人手可予以增加，讓宿舍主要輪班員工日間更有效處理舍友服務和照顧方面的需要。

自《殘疾人士院舍條例》生效以來，中途宿舍員工不斷努力推動宿舍裝修事宜，但由於裝修申請進展緩慢，令開展裝修工程看似遙遙無期。故此，宿舍需要進行大小修補工程，希望保持良好的環境和服務質素。

二零一四年，政府為精神健康綜合社區中心服務增撥資源，用以聘請朋輩輔導員，由他們以過來人身份協助精神病康復者。這項安排不但為個別康復者提供就業機會，亦有助較被動的康復者接受中心服務。本會精神康復服務全面推行「復元模式」介入手法，朋輩輔導員讓康復者了解自己的優勢，重建自信，發揮潛能，開拓獨立自主的生活。

二零一四年，本會朗澄坊不斷與有興趣的團體聯絡，希望在中心範圍內一處空置地方，成立專為精神病康復者而設的社企項目。雖然不少團體曾表示興趣，但由於中心位置較為偏遠，零售或飲食項目都不適宜，最後中心決定向社會福利署「創業展才能」計劃提交申請，希望成立水耕工場，有關申請仍在審理。

職業服務與社會企業

年內，職業發展服務除完成香港學術及職業資歷評審局的資歷架構評估外，亦在二零一四年五月底舉辦第四屆善導僱主嘉許典禮。隨著不少僱主對聘用更生人士更具信心，本會的職業發展服務與僱主建立的長期合作關係已成為一項非常寶貴的無形資產。

become more centralised. Synergy can also be gained when our community education unit takes part in the Project. Although efforts have to be made every year to secure sponsorship funds for Project continuity, the Society believes that outside support will certainly be available since this meaningful project has become a brand activity of the Society.

Mental Health

In the last decade or more, our halfway houses were managed in a district-based model, thus resulting in great differences in operations. Although each halfway house has its own operation mode for some reasons, such operation differences have resulted in obstacles in terms of future development, service enhancement as well as support among them. Since early 2015, all four halfway houses of the Society have been adjusting their operations in order to standardise the overall service models. A new night-shift job category at halfway houses has been introduced to help reduce the needs for shift duty staff to work over-night. If this arrangement proves to be effective, we will increase the number of night-shift staff so that major shift duty staff can focus more on daytime services and better address the needs of service users.

Our halfway house staff was busy with renovation works since the Residential Care Homes (Persons with Disabilities) Ordinance has been in place. Due to slow progress in renovation applications, it seems unlikely to fix commencement dates for renovation works. Still, our halfway houses continued with some basic renovation works to ensure living environment and service quality are up to standard.

In 2014, our Integrated Community Centre for Mental Wellness received more government subventions for hiring peer counsellor trainees, whose past experience can help in ex-mentally ill persons' recovery. This arrangement not only provides job opportunities for ex-mentally ill persons, but also attracts passive service users to receive services from the Centre. By adopting a Recovery Model as an intervention approach, our peer counsellor trainees can assist ex-mentally ill persons to explore their own strengths, regain self-confidence, utilise their own potentials and start a brand new independent life.

In 2014, Placidity Place (PP) touched base with different parties for the setting up of a social enterprise for ex-mentally ill persons at a neighbouring place. Despite some responses from interested parties, this initiative proved to be not feasible owing to the remoteness of PP, which makes it hard for any retail or catering projects. PP finally filed an application with the Enhancing Employment of People with Disabilities Through Small Enterprise Project under the SWD for the establishment

二零一四年三月，明朗服務有限公司(明朗)再獲民政事務總署「伙伴倡自強」社區協作計劃資助港幣\$150萬，推行為期三年的Smart Exhibition計劃，承接展覽服務。此外，明朗亦獲得星展社企優化基金支持，撥款港幣\$20多萬裝修位於火炭的中央廚房，發展其他食品製造項目。明朗另首次獲得香港公益金撥款約港幣\$25萬購買小型客貨車，加強搬運業務。相對前一年，明朗的營運遇到不少挑戰，由於香港整體經濟良好，人力供應十分緊張，員工流動也相對提高，公司業務表現受到一定影響。

韓廚麵開業至今，曾有不少投資者與明朗商討，表示有興趣參與開拓韓廚麵分店。然而，由於資金安排及選址的限制，明朗並未有開設第二間韓廚麵的時間表。綜觀過去一年，雖然業務運作漸上軌道，但餐飲業的經營挑戰仍十分巨大，種種因素包括人員更替、區內競爭劇烈、受聘人員表現有所侷限等，令韓廚麵仍未達致自負盈虧。然而，韓廚麵在社企業界已打出名堂，亦是引入外圍連鎖店品牌的唯一社企例子。明朗仍會努力經營，讓韓廚麵成為年青更生人士的寶貴職業培訓場地。

機構行政

服務架構重整之後，「機構改進計劃」的焦點集中在重編全會員工的崗位職責說明和職能評估，並將全會職位分類，成立七大組別的工作種類。是項工作由顧問公司帶領，全會主管級別員工參與。今後，本會在崗位設立、所需人才、崗位薪酬待遇的制定等，將有一套完整的程序可依，而隨著職位組別的制定經委員會詳細討論並同意，本會將進一步研究由現時類似公務員的職級制度，過渡至職位組別為本的新制度；與此同時，本會亦會研究全面改革薪酬制度，使薪酬調整更依據員工表現，而並非主要以員工的年資為薪酬調整的參考。

員工福利方面，年內本會除增設四天有薪侍產假外，亦上調所有非定影員工的僱主強積金供款。由服務滿五年僱主供款6.8%，到滿10年僱主供款8%，滿15年10%。長遠而言，若財政許可，本人認為全會員工不論何時加入，亦

of a hydroponic planting workshop. The application is being processed.

Employment Service and Social Enterprise

During the year, our employment development services passed the "Initial Evaluation" in the quality assurance process used by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications. In late May 2014, we organised the 4th Benevolent Employers of Rehabilitated Offenders Awards presentation ceremony. With more employers showing confidence in hiring ex-offenders, our long-term co-operations with employers prove to be a valuable intangible asset.

In March 2014, Bright Services Company Limited (BS) once again received a subvention of \$1.5 million under the Enhancing Self-Reliance Through District Partnership Programme of the Home Affairs Department for launching a three-year Smart Exhibition project to expand its exhibition service scope. Besides, with a sponsorship fund of more than HK\$200,000 from DBS Social Enterprise Advancement Grant, BS refurbished its central kitchen in Fo Tan to enable more food processing services. BS received for the first time some HK\$250,000 from the Hong Kong Community Chest to purchase a new van for enhancing its transportation services. BS faced greater operation difficulties when compared with the previous year, among them manpower shortage and higher employee turnover owing to a buoyant local economy. This to a certain extent had affected its business results.

Since its inception, Che's Noodle had been contacted by interested investors for a second outlet. A business expansion time-table is not available owing to limitations on operation fund and location. Despite better operation results in the year, Chef's Noodle faced great challenges in the catering industry including employee turnover and performance, as well as fierce market competition in the district. Up till now, Chef's Noodle cannot achieve a profit. Yet, as the only social enterprise to introduce a foreign catering brand, Chef's Noodle has established a brand for itself. BS will endeavour to make Chef's Noodles a valuable channel for young ex-offenders to receive vocational training.

Corporate Administration

After undergoing a service re-structuring, the AEP focus was made on job description and job evaluation. All positions at SRACP were categorised under seven grades. This significant project, led by the consultancy, saw participation by all management staff members. From then on, the Society can rely on a set of comprehensive procedures to

應享有同等的公積金待遇。為支持同工處理在工作及家庭生活上可能出現的壓力，會方由去年起向香港家庭福利會購買僱員支援服務。雖然過去該項服務使用量不高，但有需要時，服務對有需要的員工有一定作用。

本會自去年四月一日起成立機構傳訊部，處理一切對外對內溝通事宜。由於本會是全港唯一主要服務更生人士的機構，外界人士、學者、研究人員以至學生，均經常希望本會協助，接觸更生人士，或收集更生服務的資訊數據。設立機構傳訊部旨在有系統地處理外界查詢及溝通，有助建立本會的專業形象。此外，機構傳訊部亦會協助機構的籌款工作。二零一四年八月在藝術中心演出的《打轉教室》香港善導會慈善專場，以及在十一月舉行的第二屆「甦Walk」慈善行山賽，合共為本會帶來超過港幣\$100萬善款。

二零一四年/二零一五年度既是大部份短期計劃獲得延續一年，也是本會進入新服務架構的首年，不論中央行政管理、以至區域服務單位，均經歷重大改變。但在現今社會，無論委員、同工、以至其他持份者，均相信機構必須與時並進，靈活多變，才能迎合社會的需要，引領新發展，創造新機遇，為社會及服務受眾，帶來更大效益。



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Andy NG Wang-tsang

set up job positions, identify talent and decide on remunerations. With the job grading exercise completed after discussion and agreement by the Executive Committee, we will move on to study a shift from the existing system, which is similar to that of the civil service, to the newly designed grading system. Meanwhile, we will make a thorough study on changes to the existing remuneration system so that pay for staff can be adjusted based on their performance more instead of mainly taking reference to their periods of service.

In terms of employee benefits, apart from offering four-day paid paternity leave, the Society had increased the percentage of employer contribution for Mandatory Provident Fund to 6.8% for non-snapshot staff who have worked five years or more, 8% for ten years or more and 10% for 15 years and up. I believe that in the long run, all staff members should be eligible for similar retirement benefits regardless of when they join the Society. To ensure a better work-life balance, we secured employee assistance service from the Hong Kong Family Welfare Society. Although this service recorded a low usage in the past, it is useful to staff members in need.

The Society set up its Corporate Communications Division on 1 April 2014 to handle all external and internal communication matters. As the only organisation in Hong Kong serving ex-offenders, the Society had been approached by external parties, scholars, researchers and students from time to time for assistance, contact with ex-offenders and rehabilitation data. The Division is intended to handle all external enquiries and communications in a systematic manner so as to build up a professional image for the Society. Besides, the Division assists in fund raising activities. In August 2014, the Detention — SRACP Charity Drama was held at the Hong Kong Arts Centre while the SRACP Charity Walk was organised in November the same year. These activities succeeded in raising more than HK\$1 million for the Society.

In the year 2014/2015, most short-term projects continued to be run for another year, and it was the year when the Society adopted a new service structure. Great changes were seen in head office management and district units. In an ever-changing society, committee members, colleagues and other stakeholders will expect the Society to move with the times and be dynamic to meet social needs, pursue new developments and create opportunities for the betterment of the society and the service users, thus bringing greater benefits.