



# 來年機構發展重點 Upcoming Focus of Agency Development


本會來年將繼續以「預防+」為機構2021-24年發展策略主題，目標為社會建立利社會因素，並加強預防犯罪，透過四大策略計劃及策略主題「健康」幫助服務使用者建立能保護他們免於墮入法網及精神疾病的資本。

## 策略計劃(一) — 拓展朋輩服務

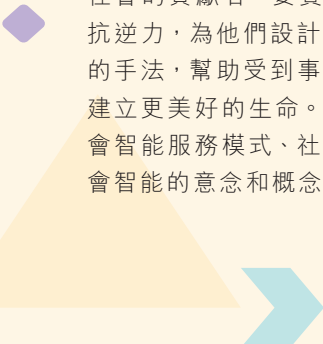
香港善導會六十五年來致力投入生命轉化的工作，協助服務使用者成長並生產出正面力量，以他們個人獨特的經驗和智慧，轉化為社會貢獻者的身份，成為別人的幫助，共建包容而安全的社會。

本會未來將繼續深化「朋輩啟能系統」，以通過系統化的啟導及使能進程，將服務使用者的自身經歷轉化為正面資產，以服務有需要的人士，並藉此產生預防果效，對社會作出貢獻。

本會亦開始籌備朋輩支援服務「實務操作指引」及「培訓手冊」，為本會朋輩支援服務的定位及發展作出奠基。來年本會計劃總結朋輩支援服務的經驗，並邀請國內外有相關服務的機構團體，舉辦以「朋輩支援」為主題的研討會，為服務帶來不同角度的思考及意見，以助推展創新服務的發展。



## 策略計劃(二) — 構建社會智能服務模式



本會一直專注以社會智能及與時並進的方式協助違法人士，特別是2019年因社會事件而被捕及檢控的人士及復元人士，讓他們能夠轉化為社會的貢獻者。要實踐此策略，我們著重提升抗逆力，為他們設計一個具社會智能服務模式的手法，幫助受到事件影響情緒及精神的人士建立更美好的生命。來年我們將會繼續鞏固社會智能服務模式、社會事件服務模型及推動社會智能的意念和概念。

We will continue to adopt the Agency Strategic Theme “Prevention+” to increase protective capital in the society for the betterment of ex-offenders and the enhancement of mental wellness of persons in need through the 4 strategic plans and strategic theme “health” to prevent our users from the risk factors that lead to crime and mental-illness.

## Strategic Plan (1) — Practicing the “P.E.E.R.” System


The Society has been committed to the work of the transformation of lives for 65 years. Through quality rehabilitation and multifarious services, we assist and empower service users to grow and transform into social contributors to contribute to the communities by making use of their unique personal experiences and wisdom, and ultimately lead to the positive changes for the communities.

In the coming year, we will continue to allocate internal resources for the development of the peer support service as one of the core strategic plans and establish “P.E.E.R. System” to transform the user s’ lived experience into Protective Capital to serve the people in need, as well as to produce the impact of “Prevention+” and contribute to society.

In the meantime, SRACP is editing the “Operational Guideline” and “Training Protocol” for the development of the peer support services across the branches of the Agency and we plan to organise a Peer Contribution Forum 2023 that facilitate the communications and connections with the peer support workers and experts across the industry.

## Strategic Plan (2) — Social Intelligence with Database of “Up-to-date Solutions”

We had been serving the people committed with crime especially those arrested or charged in the social incidents and Persons in recovery (PIRs) to change and transform them to contribute to the society. In the future, we will continue to focus on elevating the resilience of the target groups who are emotionally and mentally affected by the social incidents through a Social Intelligence Service Model to enable them to thrive for betterment of their lives. In the upcoming year, we will consolidate a Social Intelligence Model for serving social incident (SI) — SI Service Model as well as promote the concept of “Social Intelligence”.



當向社會事件相關人士提供服務，我們會運用創傷知情照顧及抗逆力模型為介入導引。來年，我們會透過實證為本，運用檢討與確認方式，讓我們能確立有效的介入模型。與此同時，我們也會作年度檢討致使模型與時並進。此外，創傷知情照顧所重視的整體環境改善，亦成為機構發展另一重要方向。



社會智能鼓勵我們增強自身應對外在環境急速變化的能力，使我們能提供對應的服務。因此，我們將會建立一個「社會智能實驗室」，透過實驗室內不同的活動，促進同工成為社會智能者。

### 策略計劃(三)－建立善導會指標以推動預防犯罪及精神健康的理念

本會除了協助服務使用者轉化生命外，還同時竭力推動社會轉化。透過不同的社會服務及社區教育，提升社會的包容性及安全性，讓不被社會接納或被忽視的人士能自在地融入社群，重建對社會的歸屬感。

本會將繼續研發社會指標，透過指標提高社會大眾於有利社會的意識和行動傾向，以達致守法教育和預防犯罪的效果。這項指標研發將會與本地大學合作，並邀請各界支持。指標研發結果將有助社會各界認識社會狀況，讓政策制定者、服務提供者能夠擬定適切的政策，並發展有效的社會服務，共同創建包容而安全的社會。

本會亦已諮詢了不同專業的意見，來年將邀請服務使用者、同工及不同持份者參加犯罪因素的探索性研究，從多角度探索犯罪的成因，為社會指標建構基石。



Trauma-informed Care and Resilience Model are the models utilised to serve SI and related persons in a caring and strength-based environment. We will continue to evaluate the model by evidence-based approach. The integration of the 2 models should be validated as Social Intelligence Model in serving SI — SI Service Model. Yearly review will also be conducted in order to ensure the model is up-to-date. Furthermore, the environment incorporated with trauma-informed care elements for service delivery will be another focus of agency development.

Social intelligence encourages us to increase our ability to provide service in respond to the rapid societal change. Our goal is to build up our team's ability of responding to the societal changes and addressing the corresponding social needs. Therefore, a "Social Intelligence LAB" will be established to encourage our social workers to become social intelligencers.

### Strategic Plan (3) — Development of SRACP's Index to Help the Society in Crime Prevention and Mental Health

In addition to assisting service users to transform their lives, we also uphold the mission of social transformation. Through multifarious social services and community education programmes, we aim at promoting the inclusiveness and safety of the community to help excluded people reintegrating with the community and rebuilding their sense of belonging.

Development of SRACP's index for enhancing the community's awareness of pro-social inclination in achieving a safe and inclusivity community will be continued. It will be carried out in collaboration with a local university and support from government authorities as well as community stakeholders will be sought. The results of the index will provide additional information for all sectors to have a better understanding of the social situations, enable social welfare services to formulate data-informed service strategies and develop cost-effective social services, and ultimately create an inclusive and safe society

We had already consulted with different experts and community stakeholders. In the coming year, we will invite service users, social workers and different stakeholders to participate in exploratory research on social factors that contribute to crime, by exploring the causes of crime from multiple perspectives, so as to build a foundation for further social index development.

## 策略計劃(四)－發展員工管理及臨床才能

人才對機構長遠發展尤其重要，要推動善導會多元化發展，需要的不單是臨床方面的人才，管理人才同樣重要。展望未來，我們深明機構管理層需要薪火相傳，因此會制訂管理層繼任計劃，確立機構內的主要崗任並制訂相應的人才挑選準則。此外，亦會籌劃為本會而設的管理能力訓練課程，裝備長遠領導人才。我們的願景是建立機構的人才庫，支援本會繼續發展多元化服務，配合瞬息萬變的社會服務需要。

### 策略主題－健康

本會亦繼續透過協助服務使用者建立健康的生活方式，加強服務使用者的保護性資本，繼而減低危害心理健康的危險因素及觸犯法紀的機會。

在未來的日子，本會計劃推行大型「服務使用者健康普查」，目的是更準確地了解服務使用者的健康需要，進行針對性分析，務求以實證理據作後盾，為服務使用者設計貼心而有效的健康生活管理服務，提升他們的健康素養以應對現今及將來生活上不同的挑戰，同時裝備各層級職員具備健康關顧的視角，讓同工了解地區健康資源及如何與不同的持份者合作，以協同效應方式推行有效的「預防+」健康管理服務。

來年，本會同工會與服務使用者共同創設健康之路，與大家一起踏上包容而健康安全的旅程。

## Strategic Plan (4) – Build a Pool of Talents with Either Clinical or Management Competences or Both

Talent is the key pillar underpinning our agency to thrive. To facilitate our diversified service development, we need both clinical and management talents. Looking ahead, we appreciate the need for succession planning. We will therefore develop a Succession Planning Framework that identifies the key positions within the agency and establish the corresponding assessment model for identifying talents of high potential. In addition, we will devise an agency-specific Management Competency Training Programme to equip future leaders of SRACP. Our vision is to build a talent pool to sustain continuous service expansion of SRACP to dovetail with the rapidly changing needs of our society.

### Strategic Theme – Health

We strengthen the protective capital of service users by assisting them in establishing a healthy lifestyle, thereby reducing the risk factors contributing to psychological and mental challenges, and the likelihood of law violating behaviour.

We plan to launch a large-scale “Service Users Health Profile” Survey, to articulate the service users’ health needs accurately through data analysis. By adopting an empirical evidence-based approach, a tailor-made “Healthy Lifestyle Management Service” could be designed for our service users to enhance their health literacy to meet the present and future daily life challenges. Equipping staff at all levels with a health perspective via multifarious staff training. Staff will be enriched to reach out to more community health resources with synergy effects and collaborate with different stakeholders to carry out effective “Prevention +” Health Management Services.

In the coming year, our colleagues and service users will work together to co-create our pathway to a healthier life, which will lead to an inclusive, healthy and safe journey.

