

總幹事報告 Chief Executive's Report

李淑慧

李淑慧

Ms. Anthea
LEE Shuk-wai



剛過去的一年是本會65周年，秉承着65年來的智慧和成果，機構繼往開來，進行品牌重塑，包括更換新標誌、建立英文品牌名稱SideBySide，以及簡化中文名為「善導會」。新品牌形象象徵我們會以創新的手法實踐「締造自在共融和安全健康的社會」的機構願景，以回應新時代的需要。因此，在過去一年，除了一系列的慶祝65周年活動，我們亦不斷向前，對內進行優化組織管理措施，提升中央統籌功能；對外積極透過以實踐為本的研究成果來策劃機構發展計劃及推動政策倡議，並加強與地區的聯繫及協作，促進社區共融。

Last year marked the 65th anniversary of SideBySide. A rebranding project was launched adhering to the service wisdom and achievements of the past 65 years. A new logo and a new English brand name "SideBySide" were established, at the same time our Chinese name was simplified as "善導會". The new brand appearance symbolised that innovative methods were adopted to actualise our vision of "creating a inclusive, safe and healthy society where people feel they belong" to respond to the social needs of the new era. Therefore, in the past year, in addition to a series of activities to celebrate our 65th anniversary, we continued optimising internal organisational management measures and enhancing the ability of our central functions. Moreover, organisational development through practice-based research results as well as policy initiatives were planned to strengthen collaboration with the local stakeholders to promote community inclusion.

加強專業賦能提升行政效率

機構於去年致力透過中央部門的功能優化，以專業方法加強整體的管理效能。首先，我們正式運行人力資源管理系統(GoHRM)，採用數碼自動化的系統方案，讓同工能以更簡單、更符合成本效益的工作方式處理人事相關的行政工作。

此外，本會的機構傳訊部亦因應更換新標誌及英文品牌名稱SideBySide的品牌革新項目而改革成為品牌及傳訊部。新部門有助機構以更專業和具時代感的新形象接觸公眾，讓我們的服務能被公眾看見及在社會上廣傳，從而讓社區中更多邊緣群組受惠。

為配合興建過渡性房屋及前北九龍裁判法院活化計劃，本會於去年成立建築及設施管理部門，透過專業人士推動建築項目，因應服務需求和目標制定相應的設施規劃，並確保建築工程順利進行。

積極謀劃策略 掌握未來發展

機構發展須訂定清晰目標，方能行穩致遠；而機構目標亦須對社會需要有所準確診斷，才能對症下藥。數年的疫情喚醒了人們對健康的需求及關注，本會因此以健康為本，提出「預防+」為機構的發展策略主題，目標為社會構建及加強預防犯罪及建立利社會因素，透過幫助服務使用者建立能保護他們免於法網及精神疾病的資本，協助他們建立正面健康的生活模式，猶如為社區的健康接種疫苗。就此發展策略主題，本會制定了五項發展重點以貫穿2020+5發展策略。

Improve Administrative Efficiency By Strengthening Professional Empowerment

Last year, we were committed to enhancing the overall management effectiveness through optimisation of central functions. A human resources management system namely GoHRM was launched. The adoption of the digital automation system solution allowed colleagues to handle personnel-related administrative work in a simpler and more cost-effective way.

In addition, our Corporate Communications Division was also reformed into Brand and Communications Division in response to the rebranding project. The division helped the organisation reach out to the public with a new professional and contemporary image, allowing our services to be seen by the public and spread widely in the community, thereby benefiting more marginalised groups in the society.

In order to cooperate with the construction of transitional housing projects and the revitalisation of Former North Kowloon Magistracy, Building and Facilities Management Division was established last year to conduct construction projects through professionals and to formulate corresponding facility plans according to service needs and objectives, as well as to ensure the smooth progress of construction projects.

Proactive Strategic Plan to Grasp Future Development

Clear goals addressing social need concretely must be set for achieving steady and long-term organisational development must set clear goals in order to achieve steady and long-term development. The epidemic over the past few years had raised people's awareness of health. Therefore, SideBySide had established a health-element-based strategic theme namely "Prevention+". It was aimed to develop an inclusive and safe society by the betterment of ex-offenders and enhancement of mental wellness of people in need, which was like vaccinating the health of the community and increasing the level of community immunity. Service users could then build protective capital that can protect them from legal consequences and mental illness, and to help them establish a positive and healthy lifestyle. On this development strategy theme, we had formulated five strategic plans to run through the 2020+5 Strategic Plan.

總幹事報告 Chief Executive's Report

發展重點(一) – 朋輩服務

本會期望透過全面實踐「朋輩啟能」系統 (P.E.E.R. System)，轉化本會服務使用者的生命。在過去的65週年慶祝活動中，其中一項為「轉化作貢獻」研討會2023，研討會以朋輩支援服務應用及未來發展為主題，邀請深圳、新加坡、澳洲等地及本地多間機構進行跨地域的分享及討論朋輩服務，匯聚不同界別的專業人士就精神健康、照顧者支援、社區融合、更生康復等不同範疇進行服務分享同交流，整合不同界別的朋輩服務。

此外，本會亦舉辦了「講理性 – 跨專業預防性違法分享會」，以一位性違法過來人的經歷作主軸，帶出心理學家、精神科醫生、社會工作者等多個專業角色分享及分析罪行可能成因、康復需要及性違法人士獲釋或感化後社區支援服務的重要，從而鼓勵大眾支持性違法更生人士的康復。

發展重點(二) – 建立社會智能服務模式

社會事件及新冠疫情對香港帶來深遠影響，也使我們反思過往的傳統社會服務模式未必能及時回應因突發狀況所帶來的社會問題。本會於上年度於11個服務單位試行了創傷知情照顧及抗逆力模型，發展「社會智能服務模式 – 社會事件服務模型」以服務社會事件相關人士，把模式概念融入哲學講座、就業講座及家人支援小組等小組及活動以提升服務使用者的抗逆力。我們亦會在服務中收集相關數據以建立社會智力服務模式，可於日後應對新生的社會需要，服務不同背景的服務使用者。

Strategic Plan (1) – Peer Service

We had always been hoping to transform the lives of our service users through the comprehensive implementation of the “P.E.E.R. System” (Pathway of Enlightenment & Enabling to thRive) among the agency. A conference on application and development of peer support service was conducted one of the 65th anniversary celebrations last year. Professionals from Shenzhen, Singapore, Australia and other cities as well local NGOs were invited to participate in the conference. Cross-border sharing and discussion of peer services brought together professionals from different sectors to share and exchange in different areas such as mental health, support for carer, community integration and social rehabilitation to integrate peer services from different sectors.

A sharing session on prevention of sexual offenses was also conducted. The journey of a sexual ex-offender was made the main theme, and was supplemented by the sharing of psychologists, psychiatrists, social workers and other professionals. The possible causes of crime, rehabilitation needs and the importance of community support services for sexual offenders after their release or probation were analysed and elaborated so as to encourage the public to support the rehabilitation of sexual offenders.

Strategic Plan (2) – Development of social intelligence with database of “up-to-date solutions

In light of social changes and the hard-hit of the epidemic in recent years, we had been reflecting on the traditional social service model which might not be able to timely respond to social needs arising from a dynamically changing society. In the past year, we had trial run a trauma-informed care and resilience model in 11 service units as an approach to develop a Social Intelligence Model for serving social incident (SI) – SI Service Model. Groups and activities such as seminars on philosophy or career and family support groups also included the elements of the model. At the same time, data was collected in hope to establish a social intelligence service model that the new model could also respond to dynamic social needs and different service users in the future.

發展重點(三) – 建立善導會指標

網絡罪行是現時全球增長最快和破壞力最強的犯罪活動之一，引起我們的關注。與吸毒或家庭暴力等犯罪類型相比，網路犯罪的目標受眾範圍更廣，因此本會將配合社會現象，圍繞網路犯罪這種犯罪趨勢作為研究主題，期望透過設立有關預防犯罪的指標，制定「網路犯罪受害指數」，以提高公眾對網路犯罪潛在風險的認識，並幫助大眾了解如何保護自己免受網路犯罪的侵害，從而推廣預防犯罪的理念。

發展重點(四) – 裝備同工臨床及管理能力

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，管理方面的人才同樣重要。過去一年，我們為新入職的管理層同工提供個人化的培訓，有助同工認識更多業界及社會需要，能夠快捷及準確地回應社會需要。與此同時，我們致力透過內部及外間培訓、推動調職安排、促進同工之間的經驗及知識交流等，裝備同工的臨床及管理能力。此外，我們亦安排了具備潛質的同工參與「設計思維」訓練課程，推動同工在日常工作中加入「設計思維」以優化服務，提升管理質素。

Strategic Plan (3) – Development of SideBySide's index

Compared to crime types such as drug abuse or domestic violence, cybercrime has a much broader reach in terms of the target audience. Focusing on this crime trend, we would establish a research topic to reflect the related up-to-date social phenomena. By developing a "Cybercrime Victimization Index", we wished to raise public awareness of the potential risks of cybercrime and help individuals to understand how to protect themselves from cybercrime, so that our mission of crime prevention could be achieved.

Strategic Plan (4) – Equip colleagues with both clinical and management competencies

Talent is the key pillar underpinning our agency to thrive. To facilitate our diversified service development, we need both clinical and management talents. In the past year, we endeavored to equip colleagues with both clinical and management competencies through arranging internal and external trainings, implementing job attachment schemes and facilitating knowledge and experience exchange among colleagues. We also arranged potential colleagues to participate in the Design Thinking training programme, with a view to encouraging colleagues to implement design thinking mindset in their daily work and hence enhance service delivery in the long run.

總幹事報告 Chief Executive's Report

策略主題一 發展健康相關服務

身心健康是善導之本。過去一年，本會透過不同的健康活動小組協助服務使用者建立健康的生活方式。我們亦與小欖精神病治療中心的性罪犯心理評估及治療組合作「身心運動計劃」，以運動作為介入輔導模式，為所員提供高強度間歇式訓練、徒手健身運動、全身拉筋伸展及跑步培訓等，協助他們建立有規律的運動習慣，改善身心健康，提升重返及融入社會的能力。

Strategic Theme — Development of health-related services

Physical and mental health were always the foundation of one's well-being. In the past year, SideBySide had helped service users establish a healthy lifestyle through different health-related activity groups. We also cooperate with the Sex Offenders Evaluation and Treatment Unit (ETU) of Siu Lam Psychiatric Centre on the "Body and Mind Exercise Programme", which exercise was adopted as an intervention counseling model to provide members with high-intensity interval training, calisthenics, full-body stretching and running etc., to facilitate them to establish regular work-out habits to improve their physical and mental health, as well as to enhance their ability to reintegrate into society.

推動政策倡議 反映社會訴求

本會亦在過去一年加強政策倡議的角色，以反映社會弱勢群體的聲音。例如，回應《強制舉報虐待兒童條例草案》在執行上更以兒童為本，對懷疑受虐兒童採用「知情創傷照顧」視角，亦要重視施虐者的更生康復，與家庭及其子女復和的後續情況，因着施虐者的服務需要更早開展適切的更生康復服務及社工跟進。此外，本會亦將會就香港特別行政區行政長官發表的《2023年施政報告》，於扶貧政策及房屋政策兩大範疇提出建議，包括促進多元族裔社群向上流動、恆常化「社會福利發展基金」及增撥非政府機構中央行政相關的資助。

Promote Policy Initiatives to Reflect Social Needs

We had also strengthened our role in policy advocacy in the past year to reflect the needs of disadvantaged groups in the society. For example, our response to the "Mandatory Reporting of Child Abuse Bill" was child-oriented in its implementation that the perspective of "informed trauma care" for children suspected of being abused should be adopted, and more resources should be allocated for the social rehabilitation of abusers and reconciliation with families and their children. As such, early implementation of appropriate rehabilitation services and social worker follow-up for the abused were required. In addition, we would also make recommendations in the two major areas of poverty alleviation policy and housing policy in response to the "2023 Policy Address" issued by the Chief Executive of the Hong Kong Special Administrative Region, including promotion of the upward mobility of multi-ethnic communities, regularisation of the Social Welfare Development Fund, and the enhancement of funding related to central administration of NGOs.

發展社區項目 建立社區聯繫

我們也與不同持份者合作，加強社區聯繫，除了讓我們可以知道大眾的需要，也讓公眾可以更了解善導會的工作，與我們並肩同行，心存同理地幫助社會上不被接納和被忽視的弱勢社群。

「北九·將來」－前北九龍裁判法院活化計劃

本會將會活化前北九龍裁判法院(二級歷史建築)為「北九·將來」，設立全港首間普及司法教育中心，以延續裁判法院的司法精神和傳統。計劃亦將以這幢建築為起點，連繫社區及區內文物古蹟，連結新舊文化財產，以推廣本地文化及創意藝術。項目將圍繞「普及司法教育」、「香港情懷文化」、「良深伙伴」和「休閒生活」四大主題，與社會各界合作，為公眾舉辦各類活動。

過渡性房屋項目

本會於大埔及紅磡的兩個過渡性房屋項目於過去一年已舉行了動土儀式，未來合共提供767個居住單位，除了希望紓緩有迫切住屋需要的弱勢社群的生活壓力，更希望為更生人士及弱勢社群提供不同的支援服務，以提升他們的生活質素，培養他們的社區生活能力及讓他們學習為社區貢獻，從而令他們遷出後能順利「過渡」，遷往另一個新的社區定居。

Building Community Connections by Development of Community Projects

We also cooperated with different stakeholders to strengthen community connections. In addition to allowing us to know the needs of the public, it also allowed the public to better understand the work of SideBySide so that they could walk side by side with us and help the marginalised groups in the society with empathy.

“NK Future” – Revitalising Former North Kowloon Magistracy

The Former North Kowloon Magistracy (a Grade 2 historic building) would be converted into the “NK Future” by SideBySide. The project would set up a universal judicial education centre to continue the judicial spirit and traditions of the Magistracy. We would also use the building as a starting point to connect the communities with heritage assets of the district, linking up traditional and new cultural resources so as to promote local culture and creative arts. A wide range of activities will be organised for the general public under four main themes, namely judicial education, Hong Kong culture, partnership and co-sharing, and leisure life.

Transitional Housing Projects

We had held groundbreaking ceremonies for our two transitional housing projects in Tai Po and Hung Hom in the past year. In total 764 bed spaces would be provided. In addition to easing the living pressure of disadvantaged groups in urgent housing need, we hoped that the transitional housing could provide diversified support services to the users to enhance their quality of life, as well as to cultivate their independence and empower them as a contributor in the community so that they could do the good deeds in any other living communities after moving out from the transitional housing.

總幹事報告 Chief Executive's Report

同你心 同你行

善導會歷經65年寒暑，由最初只提供更生人士康復服務，至今延伸至精神健康、職業發展、多元族裔等不同範疇的對象，為社會上經常被忽視的弱勢社群服務。未來，我們將繼續與不被社會接納或被忽視的人士相伴同行，心存同理，堅定不移地支持及協助這些朋友，讓他們能自在地融入社群，重建他們對社會的歸屬感；我們亦會讓更多社會人士接觸這些朋友，成為他們之間的溝通橋樑，讓更多人加入「同你心、同你行」的工作，共同締造包容而安全的社會。

Understanding. Unwavering.

SideBySide began in 1957 by offering released prisoners guidance, kindness and paths back to acceptance. Today SideBySide had helped many other at-risk and marginalised people belong by offering service of mental health, employment development and service for ethnically diverse group. In the future, we would continue to walk with the excluded people by offering them unwaveringly support so that they could feel belong in the society. We would be the communication channel between the community and the marginalised groups, so that more people could join us walking side by side with the excluded people to create an inclusive and safe society.