# 機構事務

Corporate Affairs

除了優化社會服務,本會亦致力加強各項支援服務,包括內外傳訊、建立網絡、資訊科技、研究調查、財務監控等,從而提升機構效益。此外,人力資源是本機構賴以成功的關鍵之一,本會亦特別著重僱員的培訓及人力發展,以加強同工的綜合能力和對工作的滿足感。

Besides optimising the social service, the Society puts great effort on various supporting services including internal and external communications, network building, information technology, research study as well as financial control and monitoring in order to enhance the overall corporate efficiency. While human capital is one of the key factors for corporate success, staff training and talent development is an essential item in the corporate agenda to enhance employees' competence and satisfaction.

# 公共關係及經費籌募

Public Relations and Fund Raising

### 服務概覽

機構傳訊部於二零一四年成立,目標為通過策略 性核心活動包括傳媒管理、會訊及年報製作、籌 款活動籌辦、持份者傳訊、申訴處理,以加強對 外和對內的合作和溝通,宣傳本會的核心價值、 使命、願景和成就。

### Service Overview

The Corporate Communications Division (CCD) was set up in 2014 with the responsibility to enhance external and internal communications, highlight and promote vision, mission, value and achievements of the society through the strategic delivery of our core activities including media management, bulletin and annual report production, fund raising event management, stakeholders communication and complaints handling.

# 年度重點

Highlights of the Year

### 推廣及公共關係 Promotion and Public Relations

「改變本相 • 成就未來」是本年度的宣傳主題。 我們透過不同渠道推動給予服務受眾改變的契 機,並且能夠成就未來。年內,本會共接受多達 24 次媒體專訪,探討更生人士、精神復元人士及 其他弱勢社群如何走出逆境,自強並回饋社會, 帶出多樣而正面的訊息,建立整全人生;為了提 升本會服務質素,機構傳訊部亦集中處理查詢及 申訴事宜,憑藉服務承諾迅速回覆及跟進。

為加強與外界溝通及恆常地發佈新服務資訊,本 會每年出版兩期會訊《善訊》,經重新編整後, 除了加入焦點等豐富內容亦設捐款表,為本會匯 集滴涓,協助服務對象重建新生。二零一五年我 們成功提名了35間愛心企業,在此特別感謝各企 業和機構無私的支持,與我們肩並肩地建設包容 而安全的社會。新年度,期望能有更多志同道合 的伙伴與我們同行。

"Change the Present for a Better Future" is our slogan and promotion theme in this fiscal year. We promoted the value of offering a chance to our service users, and helping them to create a positive new lives. Within this year, SRACP has accepted 24 media interviews to share the message of helping ex-offenders, people in recovery and other underprivileged to re-sketch their lives. To enhance our service quality, CCD also handled the appeals and complaints. We replied and followed up swiftly according to our service pledge.

To improve the communications with various stakeholders, the Society issues 2 editions of newsletter every year, which has been

renovated with glamorous content and addition of donation form for donor's convenience, and encourages the public to support our services. In 2015, we have nominated 35 enterprises as caring companies. Special thanks have to be given to all corporates and organisations for being supportive and be our partners on the way of developing an inclusive and safe society. We are looking forward to having more stakeholders as our working partners in the future.



每年出版兩期會訊《善訊》,經重新編整內容

The renovated agency newsletter with more attractive content.



### 籌募經費及拓展資源 Fund Raising and Resources Development

承蒙各界支持,本會第三屆「甦 WALK」慈善行山賽於二零一五年十一月八日成功舉行,是次活動由鳳凰慈善基金會及全港各區工商聯冠名贊助,總參與人數接近1,000人,共籌得超過港幣\$40萬善款,用以拓展社區預防犯罪服務、更生人士、在囚人士及其子女的支援服務。另外本會亦設網上月捐計劃、物品捐贈、捐款箱等不同方式,以便利的方式鼓勵大眾支持更生康復、精神健康及預防犯罪服務。

We are most grateful of the generosity and support from all philanthropic supporting parties, the third Charity Walk presented by Phoenix Charitable Foundation and Hong Kong Commerce and Industry Associations was held successfully on 8th November 2015. Nearly a thousand participants took part in the event while over HK\$400,000 was raised for support services for crime prevention education, ex-offenders, offenders and their children. The Society has set up various donation methods such as online monthly donation scheme, in-kind donations and donation boxes to effectively engage the public to foster rehabilitation and mental recovery, as well as directing the invaluable resources to enhance social welfare services.



本會副贊助人李鋈麟博士,太平紳士作客主持商業電台「有誰共鳴」節目,呼籲社會多關注更生人士及精神復元人士。 Vice-Patrons Dr. Lee Yuk-lun, JP in the RTHK radio programme promoting care for ex-offenders and people in recovery.

會友接受無綫電視節目邀請,拍攝「開心老友記」節目。 Service users being interviewed by TVB programme.



# 資訊科技

Information Technology

### 網頁設計 Website Design

本會在過去一年繼續為不同活動製作網頁,並定期將最新動態傳遞予社會大眾,活動包括:「甦 Walk 慈善行山賽 2015」、「穿出新天地2015」、「夢想飛翔」等。此外,本會以「甦Walk 慈善行山賽」網頁首次參與無障礙網頁嘉許計劃,與社會企業明朗服務有限公司網頁,同樣榮獲「網站組別」的金獎,提供「無障礙體驗」予視障人士及長者,令他們從網站上獲取更多的資訊,突顯其正面的社會企業形象。

For immediate release of news and information, our Information Technology Division continued to create and update web pages for different events, such as "SRACP Charity Walk 2015", "Fashion Show 2015", "Dream Fly", etc. The Society and our social enterprise, Bright Services Company Limited, joined the Web Accessibility Recognition Scheme and achieved the Golden Awards (Website Stream). The websites now provide "barrier-free experience" to the visually impaired and elderly. Not only could they obtain more information online, it also projects a positive image of the Society and Bright Services Company Ltd.

### 知識分享平台 SRACPortal

為配合知識管理的發展,本會自二零一零年起開始使用知識分享平台,透過綜合機構動態、共用文件及表格、經驗分享及交流,讓同工能更快捷準確地掌握本會資訊,並加強部門間的聯繫。新入職的員工亦可以從新入職同工培訓及知識管理茶座簡介會中,認識分享平台的基本概念及功能。本年度共有11,880人次登入使用知識分享平台,比去年上升逾1,720人次。

For effective knowledge management (KM), a sharing platform (SRACPortal) has been in use since 2010 to enhance the efficiency of sharing agency news, latest documents and professional experience among staff and to strengthen the bond between divisions. New recruits could also learn the basic concept and functions of the Portal from induction course and K-café. In 2015/2016, a total of 11,880 logins were recorded, an increase of 1,720 times compared with 2015/2016.



明朗服務有限公司網頁提供「無障礙體驗」予 視障人士及長者

The website of Bright Services Company Limited provides "barrier-free experience" to the visually impaired and elderly.



「甦 Walk 慈善行山賽」網頁獲得無障礙網頁嘉許計劃「網站組別」金獎

The website of SRACP Charity Walk is awarded with a Gold Award (Website Stream) at Web Accessibility Recognition Scheme.

### 系統使用及開發 System Development and Usage

本會於本年度為朗澄坊開發了義工電話服務系統,及為水銀星三號及健康教育服務開發資料庫及管理系統,以加強資訊管理及質素。另外,本會亦使用以下電腦系統支援各服務單位:

Since last year, we have been developing volunteer phone call service systems and service record databases for service units such as Placidity Place and Mercury III and Health Education Service. Below is a list of computer systems currently in use by our service units:

系統 System	使用系統的服務單位 Units using the system	
人事管理系統 Human Resources Management System	全會 All units	
財務管理系統 Finance Management System	總辦事處 Head Office	
電郵及過濾濫發郵件系統 Email and Spam Controller System	全會 All units	
知識分享平台 SRACPortal	全會 All units	
CPMS 個案管理系統 Case Performance Management System	社會服務中心、法院社工服務 Social Service Centres, Court Social Work Service	
LS/CMI 服務水平 / 個案管理量表 Level of Service / Case Management Inventory	社會服務中心 Social Service Centres	
義工電話服務系統 Volunteer Phone Call Service System	朗澄坊 Placidity Place	
僱主網絡管理資料庫 Employment Management Database	職業發展服務 Employment Development Service	
捐贈管理資料庫 Donor Management Database	機構傳訊部 Corporate Communication Division	
水銀星三號及健康教育服務資料庫及管理系統 Mercury III and Health Education Service Management Database	水銀星三號及健康教育服務中心 Mercury III and Health Education Service	
問卷調查系統 Online Survey System	社區教育及預防犯罪服務 Community Education and Crime Prevention Service	

### 多媒體製作 Multimedia Production

本會資訊技術組於本年度為大型活動提供多媒體製作及支援,包括為「甦 Walk 慈善行山賽 2015」拍攝宣傳影片及提供後期製作;並於活動前後協助更新社交平台內容,及製作回顧精華影片。

Information Technology Division provided multimedia production and support for events, such as "SRACP Charity Walk 2015". Our work included production of promotional videos, social media support, and production of event highlight video.

# 技術支援 Technical Support

本會為全會購置電腦、手提電腦、伺服器及其他 周邊配件、網絡及相關資訊技術設備提供技術支 援。支援方式包括電話、遙距控制、到場支援及 意見分析。本會於本年度大型資訊技術設備採購 中添置共45台電腦、18台手提電腦及4台列印 機,並為會內的防毒軟件進行更新,以維持完善 的資訊技術設備。 Information Technology Division provided technical support for desktop computers, laptop computers, servers, network systems and the I.T. related peripheral equipment through telephone hotline, remote control, on-site support and consultation. In the annual I.T. bulk purchase exercise, 45 desktop computers, 18 laptop computers and 4 printers were purchased; and the antivirus license was updated and renewed as well.

# 研究調查

Research Study

### 研究發展

「實證為本」乃是本會重要的服務理念之一。為 貫徹此理念,本會近年在不同的服務單位進行了 多項研究,藉以提升服務質素並支援服務發展。 本年亦不例外,本會於年內在綜合更生康復服務 及精神健康服務中完成了數項研究調查及服務成 效評估。

本會因應上年度完成的「休閒娛樂與社會康復」研究之結果,改進了現存的閒娛活動服務並推出了一項命名為「新俱樂部」的康樂服務-提供固定的主動及社交閒娛活動予更生人士,及後以聚焦小組為該活動進行了一次成效研究。結果顯示,固定及利社會的閒娛活動能為更生人士的思想,行為及感受帶來正向改變。研究指出,該正向向支達傳統價值觀;iii) 見識更廣闊;iv) 善用閒餘;v) 擴大正面社交網絡及改善人際關係;vi) 提升正能量及放鬆。有見及此,研究建議「新俱樂部」應在各社會服務中心中廣泛推行,藉此為更多更生人士提供多元化的休閒活動,協助他們減低重犯機會,並發展正面人生。

同樣,本會亦於年內為精神康復服務推行的「復 元模式」介入手法進行了一次全面性評估,目的 在於進一步考證精神復元的概念,並且審視本會 精神健康服務對精神病復元的影響。是次評估採 用了一份名為「服務單位復元環境問卷」,並邀 請了 193 位精神健康綜合中心及中途宿舍的服務 使用者填寫。分析顯示服務使用者對本會的各項 精神健康服務均感到滿意。同樣,服務使用者對 「復元模式」介入手法中的「復元元素及增進復 元之服務」、「服務單位之復元氣氛」和自身之 「復元情況」亦感到滿意。在「復元模式」介入 手法中,調查發現服務使用者認為社交康樂活動 和輔導服務對其復元幫助最大。此外,服務使用 者亦表述「懂得放鬆自己」及「得到別人的關心 和支持」在復元路上有着顯赫的作用。因此,研 究建議本會多投放資源於舉辦多元化的社交康樂

#### Research Projects Completed

Evidence-based practice is one of the core rationales of the Society. To continue with it, a number of studies on support services enhancement and development were conducted for different units in recent years. This year was no exception, a number of research studies and service assessments were conducted in Integrated Services for Ex-offenders and Mental Health Service.

Based on the findings of the leisure/recreation study conducted in the previous year, the Society had designed and implemented a pioneer project, namely New Clubhouse, in one of the Social Service Centres, aimed at providing regular and prosocial leisure activities to ex-offenders. To explore its effectiveness, a focus group was also conducted. Research findings showed that regular, prosocial leisure could bring positive changes in ex-offenders' thoughts, behaviour and feelings. In particular, research findings revealed that such changes covered six different aspects, which include i) positive thinking and new target, ii) re-establish conventional values, iii) widen horizon, iv) make good use of free time, v) positive social networks expansion with improved interpersonal relationships, vi) relax and raise positive energy. Therefore, it is recommended that the New Clubhouse should be widely implemented in Social Services Centres in order to fulfil the needs of exoffenders, reduce recidivism and assist them to lead a positive life.

In the area of Mental Health Service, a study was conducted to investigate the idea of recovery at ICCMWs and halfway houses, and to evaluate the impact of our services on service users' recovery by using DREEM (Developing Recovery Enhancing Environments Measure) assessment. In total, 193 service users of Mental Health Service were surveyed. In general, service users who responded were satisfied with our Mental Health Service. Furthermore, they were satisfied with the "Elements of Recovery and Recovery Enhancing Services", the "Organisational Recovery Climate" as well as the "Recovery Markers" - their own recovery progresses. In terms of mental health recovery service, social recreation service and counselling service were reported to be the two most helpful services. Meanwhile, the majority of service users who responded pointed out that "let go and relax" and "support and care" were the core elements on their journey of recovery. Therefore, it is recommended that diverse social recreation services, peer-support group as well as high quality counselling services be provided to enhance service users' mental health recovery.

活動和朋輩支援小組,以及提升輔導服務質素,藉此促進服 務使用者的精神復元。

持續提升服務質素亦是本會另一項重要的服務理念。為此,本會定期於不同的服務單位進行「服務使用者意見調查」。 年內,綜合更生康復服務及法院社工服務都進行了問卷調查,了解不同服務使用者的需要、對服務的滿意程度以及意見。整體而言,服務使用者對本會服務感到滿意,調查所得意見將有助提升服務質素。

除了會內研究外,本會亦致力推動社福界的實證研究工作。 本會的研究及發展主任多次參與由社會服務實踐研究小組所 舉辦的研討會,與不同的社福機構以及政府部門分享和交流 如何推動實證研究的工作。

#### 進行中的研究

協助曾違法人士改過遷善是本會的首業,而「停止重犯」乃是當中重要的一環。為了解「停止重犯」,本會現正積極探討不同年齡、性別、種族的服務使用者的更生康復需要及重犯風險,從而提供更適切的更生服務,以提升更生康復的成效及減低重犯的風險。

近年多項研究顯示本港吸食冰毒人士有上升趨勢。本會社會服務中心有吸毒問題的服務使用者亦出現此現象,現時約有20%服務使用者有吸食冰毒的惡習。因此,本會現正積極探討吸食冰毒的服務使用者的情況及其吸食冰毒原因,從而提供更適切的服務,以提升吸食冰毒人士戒毒的動機及成功率。

### 未來方向

「社會影響」是近年在社福界中膾炙人口的熱話。 「社會影響」是指任何公共組織或私人行為使社 會成員的生活、工作、娛樂、相互關係,以至滿 足需求的方式有所改變,並對社會造成影響的結 果。當中亦包括社會成員對社會規範、價值觀、 信仰,以及他們與社會的關係的變化。「社會影 響」是社會服務的一項重要指標,而「社會影響 評估」則是一個用作審視「社會影響」的重要工 具。審視服務資源分配及成效。基於其重要性, 本會計劃在未來數年於個別服務單位中先行引入 「社會影響評估」審視其適用性及成效,以便將 來能在本會各服務中廣泛推行。 To further enhance our services, Service Users' Opinion Survey is conducted on a regular basis for different units. During the year, surveys in the form of questionnaire were conducted for Integrated Services for Ex-offenders and Court Social Work Service units. In general, service users who responded were satisfied with our services while opinions collected could help further improve our service quality.

Apart from internal research, we also encouraged evidencebased research in the social service sector. We actively participated in seminars and workshops organised by Practitioner-Researcher Group, during which the Society's experiences in evidence-based research were shared and exchanged with other non-governmental organisations as well as different government departments.

#### Research Projects in Progress

"Desistance from Crime" is always the main focus of social rehabilitation for prison inmates and ex-offenders. In the coming years, we will closely explore the needs and risk of service users with different backgrounds in their rehabilitation process so as to enhance our understanding of "Desistance from Crime" and, perhaps most importantly, to reduce recidivism.

Crystal methamphetamine, known more commonly as Ice, has emerged as a growing problem in the community. This is also true for our services at Social Service Centres. At present, about 20% service users of our Social Service Centres are addicted to Ice. In view of this, we are studying the reason of taking Ice and drug status of service users with Ice addiction issue so that more suitable services can be designed for them.

#### **Future Plans**

Social Impact is now the hottest topic in social welfare sector. Social Impact refers to the consequences of any public or private actions that cause changes in members of society and/or the society. Such changes may first act on individual level, such as changing the ways in which members of society live, work, play, relate to one another and organise to meet their needs, but eventually, they may spread to the entire society like changing the social norms, values and beliefs, as well as the members' relationship with the society. While Social Impact is an important indicator of social services, Social Impact Assessment (SIA) is an essential tool to assess it – to assess resource allocation and service effectiveness. In view of this, we will implement SIA in some of our service units in the coming years to evaluate the applicability of it in the Society.

# 人才發展及職員訓練

Talent Development and Staff Training

### 重視人才培訓 Personnel Training

本會籌辦多項切合工作需要及服務發展的訓練,並資助不同職級同工參與外間培訓活動,加強同工的前線工作知識。課程類型包括機構主導課程、服務主導課程、前線實務課程、單位資助活動、海外交流活動等。全年由本會津貼及資助參加培訓活動的同工共 1,055人次。

此外,本會透過知識管理茶座活動及試行師 友計劃,協助新晉升的中層管理人員處理在 日常服務管理及員工督導上遇到的疑難,支 持他們持續進步及改善工作效能。 Our Society regards staff as an important human capital to the organisation and is always committed to provide comprehensive training and development to our staff and improve the quality of social services. Talent Development Division plans, co-ordinates and implements staff training, professional development and knowledge exchange programmes. During the year, career development roadmaps for different ranks of staff were reviewed and staff training and development programmes were designed through talent development co-ordination meetings. Through this exercise, we continued to honour our core values of pursing professionalism and excellence with a learning culture. Our division developed the online enrollment interface for internal trainings on the SRACPortal. Staff and unit in-charges could apply and approve trainings through the system, which on one hand, promoted paperless in application; on the other hand, provided systematic records on staff training.

The Society organised different in-house training tailored to work and service needs, and subsidised staff of different ranks to participate in external training programmes, enabling them to enhance their knowledge and competency in frontline practices. The types of programmes included corporate-led training, service-led training, frontline service training, unit-based training and overseas activities. A total number of 1,055 beneficiaries was recorded.

Through the Knowledge Café Workshop and Pilot Mentoring Scheme, newly promoted middle management staff were given advice to work through difficulties in daily service operation and staff coaching. They were also supported to make continuous improvement for personal effectiveness.



### 善導培訓中心成立 Establishment of SRACP Training Centre



於二零一五年成立,善導 培訓中心專門為現正從事 或有志投身更生康復、預 防犯罪和精神健康服務的 人士,提供培訓及專業證 書課程,協助他們了解犯

罪行為、精神病患、成癮及導致違法的高危行為 以及應採取甚麼介入手法,提升工作效能及質素。 培訓中心亦舉辦有助回應社會問題的創新培訓課 程,合力締造包容而安全的社會。

首個「成癮行為及相關罪行輔導證書課程」於同年五月推出。培訓中心亦承辦本地及內地機構的訓練活動,例如「廣州市社區矯正社工督導計劃」及「廣州市精神病院日間中心社工督導計劃」,由本會派出資深社工為內地社工提供培訓及督導,提升他們的專業實務工作能力。這些計劃亦有助本會社工的專業發展。

本會與大學及大專院校保持緊密連繫,並為社會工作、犯罪學、輔導及表達藝術課程的學生提供實習機會,支援本地社會服務教育發展。年內,本會安排 45 名香港大學、香港中文大學、香港城市大學、香港理工大學、香港浸會大學及香港樹仁大學的學生於不同服務單位進行實習。

SRACP Training Centre was set up in 2015 to offer training programmes and certificate courses for people who are providing or interested in providing offender rehabilitation, crime prevention and mental wellness services, enabling them to understand criminal act, mental illness, as well as addictive and high-risk behaviours, and explaining intervention approaches so that they can enhance work efficiency and quality. The Training Centre also organises training courses that offer new and innovative solutions to social problems, thus contributing to an inclusive and safe society.

The first certificate course in "addiction-related offences and its management" was launched in May 2015. The Training Centre also organised training activities for local and Mainland organisations, such as supervision projects on offender rehabilitation and mental health service in Guangzhou. Experienced social workers from the Society provided training and coaching for their Mainland counterparts to enhance work competencies in their professions. By acting as coaches, our social workers also achieved their own professional development.

Last but not least, we maintained close contacts with universities and tertiary institutes and supported education development in the area of social services by providing placement opportunities for students taking social work, criminology, counselling and express arts courses. During the year, fieldwork placements at our service units were arranged for 45 students from The University of Hong Kong, The Chinese University of Hong Kong, City University of Hong Kong, The Hong Kong Polytechnic University, Hong Kong Baptist University and Hong Kong Shue Yan University.



## 服務數據 Service Data

課程類型 Programme Categories	主題 Topics	受惠人次 No. of Participation
外間個人培訓 External training for individuals	切合服務及工作所需的外間培訓。 External training relevant to service and work setting	122
機構主導課程 Corporate-led training	新員工導向活動、為主管級而設的知識管理茶座、委員會及管理級同工培訓、服務表現監察制度訓練活動及員工工作表現評核。 Induction programme for new staff, k-café for supervisor, training for committee members and management team, training for Standard Performance Monitor System and workshops on staff appraisal.	335
服務主導課程 Service-led training	參觀大欖懲教所及松柏園、更生人士服務水平 / 個案管理量表證書課程、復元模式及優勢評估臨床督導、個案紀錄工作坊 Visit to Tai Lam Correctional Institution and Evergreen Garden, Level of Service/Case Management Inventory (LS/CMITM)), Recent updates in new generation long-lasting antipsychotics in the management of Schizophrenia, Clinical guidance by experts in Strengths Assessment & Recovery Approach, Case Recording Workshop	355
前線實務課程 Frontline service training	非暴力危機介入、職安健講座、急救証書課程 Non-violent Crisis Intervention Training, Occupational Safety & Health Seminar, First Aid Training	92
單位資助活動 Unit-based training	團隊建立活動及專題分享 Team building activities and sharing on job-related topics	128
海外交流活動 Overseas exchange	2015 全國藥物濫用防治研討會(中國成都)、Hearing Voice Approaches(澳洲墨爾本)、台北社會服務考察團(台灣) 2015 Drug Conference in Chengdu, (China), Overseas Training on Hearing Voice Approaches in Melbourne (Australia), Taipei Social Service Study Tour (Taiwan)	23

# 職員活動

Activities for Staff

於二零一五至二零一六年度,職員福利會於中秋節及聖誕節期間舉行了兩次大型聚餐,分別有120名及150名同工及親屬出席,濟濟一堂,非常熱鬧;另外亦舉辦了一項新興的康樂活動「攻防戰」,給同事一解工作壓力,享受輕鬆週末。

一如以往,職員福利會除了繼續參加由懲教署體 育會舉辦的赤柱秋季賣物會外,機構亦分別組織 籃球隊及足球隊代表機構出戰由社工總工會舉辦 的社工盃足球和籃球比賽。

本年度,職員福利會更協助舉辦機構退修日,當日假西貢舉行,讓一眾同事能夠放鬆心情,而活動亦能增加同工對不同單位服務及同工間的認識,凝聚機構力量。

In 2015/2016, Staff Welfare Association (SWA) organised two gathering during Mid-Autumn Festival and Christmas, attracting a total number of 120 and 150 colleagues and their relatives respectively. Also, an emerging recreational activity "Archery Tag" was held, offering colleagues a stress-free weekend.

As usual, SWA continued to support the Stanley Autumn Fair organised by the Sports Association of the Correctional Services Department. We also supported our soccer and basketball teams to join the competitions organised by the Hong Kong Social Workers' General Union.

This year, SWA also facilitated the agency to design and organise an "Agency Retreat Day", which was held in Sai Kung. While enjoying the relaxing day, colleagues got more familiarised with other units' services. The retreat did not only foster team building among colleagues from different units, but it also united all colleagues for agency's betterment.









Two Nepalese colleagues performed cultural dance and led other colleagues dancing together at the Christmas Gathering.