

總幹事報告 Chief Executive's Report

李淑慧



李淑慧
Anthea LEE Shuk-wai

社會事件加上2019冠狀病毒疫情肆虐，社會服務於過往一年飽受挑戰，香港善導會亦不例外，然而本會秉持「憑信念、創機會、傳希望」的精神，與同工攜手迎難而上，和服務使用者風雨中同行，與各界合力締造生機，向社會傳遞希望與正能量。雖說過往一年困難重重，但憑著本會上下共同努力，亦創造了一番成果。

Our ability to provide our services faced serious challenges in the past year due to social incidents as well as the outbreak of COVID-19. However, by upholding the spirit of our motto to “create opportunity and deliver hope with faith”, we overcame these difficulties, walking with our service users through wind and rain. We strove to work with various stakeholders in the society and spread hope as well as positivity in the community. Through our efforts, the Society still achieved great progress despite the trying times.

迎難而上 傳遞希望

疫情期間特別工作安排

本會按照政府因疫情所頒布的政策，在最基本服務不受影響的情況下，在疫情高峰期間安排員工於家中工作，藉以減少2019冠狀病毒於社區傳播的風險。為進一步確保員工安全，本會收集前線同工意見後，由總辦事處統一支援並訂購符合同工及服務需要的防疫物品，亦特別設立措施，讓同工彈性上下班及用膳，以減低同工於人口密集地方受感染的風險，並因應疫情發展定期對同工之工作安排作出調整。

Delivering Hope in Trying Times

Special Work Arrangements Under COVID-19

The Society echoed government policy by arranging our staff to work from home provided that our fundamental services were unaffected. This special work arrangements were implemented in the direction of fighting the virus and were adjusted from time to time in response to the situation of the epidemic. We strove to always stay one step ahead in protecting our staff and service users from COVID-19 by procuring protective items for them as recommended by our frontline staff. We also reduced our staff's risk of infection by adopting flexible working hours and lunch hours. These arrangements were reviewed from time to time in accordance with the pandemic situation.

同工支援及訓練

疫情壓境，本會同樣關注同工精神健康。本會早於二零一四年便委託獨立機構為全體同工及其直系家屬提供僱員支援服務。在疫情期間，該服務為同工提供個人諮詢及輔導服務，當同工有需要時，協助和支援他們渡過使人焦慮不安的逆境。此外，本會臨床心理學家於今年四月為同工舉辦名為「疫情下處理焦慮及壓力」的工作坊，希望透過專業的培訓及支援，讓同工能夠正面應對疫情為他們帶來的焦慮及壓力，並學習如何管理生活中種種由「不確定」衍生的情緒問題，同工在工作坊所學到的技巧日後亦能應用於日常生活及工作中。

受疫情影響，為讓社福機構仍能繼續提供服務，業界舉辦了多項有關資訊及通訊科技的網上工作坊及訓練。本會鼓勵同工積極參與網上訓練，並致力推動將資訊及通訊科技的技術應用於前線服務及活動上。本會多個活動及小組均改為線上進行，除了可以盡量減低疫情對服務的影響，同時鼓勵服務使用者善用現代科技，打破地域限制，與社會各界聯繫及互動；同工也在各服務中心拍攝不同抗疫資訊短片，並上載至社交媒體及網上平台，以維持與服務使用者的接觸。

疫情下開展創新服務

疫情除了為生活帶來不便，亦導致社會產生新的服務需求。本會迅速應對疫情衍生的服務需要，展開創新的服務，為弱勢社群及本會服務使用者提供適切幫助。

愛心蜜蜜送

二十四小時連鎖快餐店長期以來都是街頭露宿者或無家可歸人士的「庇護所」，當中包括我們的服務對象「更生人士」。由於疫情爆發，使大部分連鎖快餐店縮短了營業時間，無家可歸的弱勢社群因而失去容身之所。在缺乏社會支援的情況下，他們只能流離於衛生及安全狀況欠佳的環境。承蒙香港賽馬會「新冠肺炎緊急援助基金」的資助，本會於今年五月在九龍區推出名為「愛心蜜蜜送」的創新服務，安排旅遊巴士訪油尖旺及深水埗一帶，為服務使用者提供流動休息站及適切的支援。服務除了向露宿人士提供抗疫物品、食物及飲料和個人護理支援外，還會於天氣惡劣的情況接載合資格的服務使用者到持牌旅館暫宿。

Support and Training for Staff

Our staff's mental health during this volatile epidemic is also our priority. The Society has appointed an independent service provider to provide Employee Assistance Programme (EAP) services to all regular staff and their immediate family members since 2014. The EAP service provided professional personal counselling and consultation which offered our staff support and assistance to overcome the anxiety and frustration during the epidemic. In addition, "Handling Anxiety and Stress under epidemic" workshop was held by our clinical psychologists for staff in April 2020 which aimed to help our staff manage anxiety and stress caused by COVID-19. The skills our staff learned could also be applied to their daily life and work in the future.

During the epidemic, various online workshops and trainings were launched in the field for NGOs to sustain social services in this severe situation. Our staff were encouraged to attend the workshops which facilitated the team to start online activities with the use of Information and Communications Technology in the epidemic. In the meantime, activities and groups were held online not only to maintain our services but also to encourage our service users to make good use of technology to connect with the community. Different videos introducing knowledge of fighting the virus are also uploaded on social media to maintain our connection with service users.

Services Developed Under COVID-19

The epidemic not only triggered challenges and inconveniences, but also created new service demands in the community. Innovative services were launched in response to the service needs derived from the epidemic and these services have provided timely assistance to our service users.

Love Delivery

24-hour fast food chains had long been "shelters" for street sleepers or homeless people including our service users. Amid the outbreak of COVID-19, the shops had adjusted their operating hours which put the homeless in undesirable health and safety situations without available assistance from the community. Funded by the Hong Kong Jockey Club "COVID-19 Emergency Fund", the Society launched the "Love Delivery Under COVID-19" programme in May 2020 at two service units in Kowloon district by taking 60-seat coaches to designated spots in Yau Tsim Mong district and Sham Shui Po with outreach teams approaching street sleepers to provide appropriate assistance. The two teams stopped at different points to provide the street sleepers with protective items, drinks and food as well as personal care assistance. Eligible service users were conveyed to rest at licensed guesthouse under adverse weather conditions.

本計劃於今年六月二十四日完結，期間共接觸受助對象3,496人次，當中有1,119人次使用旅遊巴短暫休息服務、304人次使用入住持牌賓館服務。此項新服務不僅為有需要人士提供一次性服務，更有助識別更多潛在的服務使用者，並於適當時候將其轉介給相關服務機構，以便讓他們能夠得到長期及適當的支援及協助。

玩具圖書館

本會由衷感謝香港賽馬會「新冠肺炎緊急援助基金」支持，於今年四月十六日至六月三十日期間在本會8個服務單位中推行了名為「玩具圖書館」的創新服務，為受疫情影響而無法上課的弱勢學童提供適切的學習資源，讓他們能在「疫境」中繼續學習，同時為有需要的家庭提供玩具娛樂，紓解鬱悶的情緒，促進家庭成員間的互動和溝通，也減輕照顧者的壓力。本計劃於今年六月三十日完結，期間共為935個有需要的目標家庭提供服務，服務共4,558人次。

秉持信念 堅守服務

本會自二零一五年起，以「危機－需要－反應模式」和「美好生命模式」(GLM)整合的理念，設計以減低罪犯重犯為目標的小組，以GLM模式協助服務使用者設立人生目標，例如重建家人關係，並透過認知行為治療針對與重犯相關的因素，如反社會態度及情緒管理，加強其內在及外在資源，引導他們達成人生目標。來年本會將在個案工作和懲教院所舉辦的小組上應用GLM模式，以提升服務效益。

精神健康服務方面，本會應用「復元模式」，以優勢為本的介入手法協助精神復元人士重新認識多方面的自我，探索及發展自己的潛能、價值及目標，讓他們懷著正面的思維，對未來抱有希望，從而建立能力和信心面對內在及外在的挑戰，推動他們轉變，融入社會。在社交層面上，本會提倡精神復元人士在社會應得到尊重和認同，公民權利亦應獲得關注及保障，促進社會公平和諧。

The project ended on 24 June 2020 and had reached 3,496 street sleepers while 1,119 users had rested on the coach and 304 users had been conveyed to guesthouses. The project provided the needy not only one-off assistance but to spot our potential service users and refer them to other services if they required more long-term assistance.

Toy Library

Thanks to the Hong Kong Jockey Club "COVID-19 Emergency Fund", the Society started providing Toy Library Service at eight service units to provide multiple choices of toys, books and learning resources, which were suitable for toddlers and elementary students from 16 April to 30 June 2020 in response to school suspension due to the outbreak of COVID-19 and with the hope that they would find some joy during the stay at home period, as well as to enhance the relationship between family members and relieve the stress of the caregivers. By the end of the project, 935 needy families and 4,558 target users were benefited.

Service Enhancement

The concepts highlighted in the Risk-Need-Responsivity model and Good Lives Model (GLM) have been incorporated and adopted in the therapeutic groups or programmes of the Social Rehabilitation and Crime Prevention Service to reduce recidivism and promote crime desistance in ex-offenders since 2015. Through these therapeutic groups or programmes, the Society helps ex-offenders to live positively and pro-socially by supporting them to set pro-social life goals — for example family reunion — and remove those pro-criminal factors like antisocial attitudes and emotional management in their current lives. In the coming years, the concept of GLM will be extended to individual casework in the Integrated Service Centres as well as groups or programmes in the correctional institutions so as to further enhance our service impact.

The Recovery Model has been implemented in our Mental Health Service to serve the persons in recovery (PIR) with a strength-based approach, which focuses on building resilience of people with mental illness and promoting empowerment and inclusion in the community. On a social level, the Society emphasises empowerment, social inclusion and equity that promotes mutual respect and recognition in the community and advocates social awareness on the issues as well as the rights of PIR.

本會秉持上述以人為本的信念及服務模式，穩健發展及開拓一系列服務，期望讓更多弱勢社群受惠。

「甦屋2.0」計劃

自二零一七年起，本會在善心業主、「周大福慈善基金」及企業伙伴支持下推出「甦屋」計劃，致力為更生人士及弱勢社群提供具前瞻性及靈活性的創新住宿服務，積極協調社會資源，先後在油麻地及新蒲崗營運三個單位，為更生人士及其家人提供過渡性住宿服務。今年，本會更進一步，營運香港社會服務聯會「社會房屋共享計劃」的士丹頓街項目，於二月推出全新的「跨代獨居人士共住計劃」(甦屋2.0)，服務對象擴展至不同背景的獨居人士，包括家外青年及精神復元人士等，在解決弱勢社群住屋需要的同時，亦照顧獨居人士無法與家人共住的孤獨感。除住宿及支援服務外，本會亦替服務使用者安排多元化個人發展及聯誼活動，協助服務使用者融入社區，建立正面積極的人生。

賽馬會「拍住上」共居社區計劃

除了「甦屋」計劃，本會亦積極運用資源為有需要人士提供嶄新服務。由「香港賽馬會慈善信託基金」鼎力支持的筲箕灣宿舍重建項目—「賽馬會『拍住上』共居社區計劃」參照歐洲及澳洲為無家可歸青年所採用的「共同生活模式」(Foyer Model)，並揉合「復元模式」，讓精神復元人士與在院舍成長的青年共居，期間會提供過渡性支援服務，加強他們與社區的連繫，以及能夠自立生活。

計劃於今年五月取得重大進展。本會除了向屋宇署提交了法定和公用事務申請外，亦獲得香港賽馬會批准建立內部建築規劃管理團隊，以加強對此重建項目的專業監督和管理。本會亦會就重建項目未來發展藍圖與社會福利署及東區區議會會面，並積極尋求各方對本會公眾諮詢計劃上的建議，務求整合各方意見，為社區帶來最大效益。與此同時，本會積極物色合適的研究合作夥伴，共同研究新的服務模式及檢討其成效，以及加入公益投資社會報酬分析，以實證模式開發創新的服務，期望為社福界帶來新的服務啟示。

We hope to benefit more social disadvantaged people by upholding our motto and developing services with the service models mentioned above.

So Uk 2.0

With the support of generous landlords, the “Chow Tai Fook Foundation” and corporate partners, the Society has operated the “So Uk” project since 2017 which aimed to provide leading and flexible innovative hostel services. The synergy arose allowed us to operate 3 hostel units in Yau Ma Tei and San Po Kong to offer transitional housing to ex-offenders and their families. This year, the Society took a step forward to operate the “So Uk 2.0” project under the Community Housing Movement of The Hong Kong Council of Social Service located on Staunton Street in Central aimed at establishing a simulated family support network on top of addressing housing needs for single residents from different backgrounds through a three-generation co-housing model. The project extended to serving out-of-home youths and PIR so that we help our service users reintegrate into society and establish a positive attitude with diversified personal development and group activities.

Jockey Club “Craft Your Life Together” Co-living Community Project

The Society actively deployed resources to develop services to those in need. The “Craft Your Life Together” Co-living Community Project — redevelopment of Shau Kei Wan House funded by “The Hong Kong Jockey Club Charities Trust” (HKJCCT) has adopted the Foyer Model, which is widely implemented in European countries and Australia, as well as the Recovery Model to provide support to out-of-home youths and PIR in their transitions, social networking as well as life-skill development.

The redevelopment project made a big leap forward in May 2020. In addition to the statutory and utilities submission to the Buildings Department, HKJC’s approval of setting up of an internal building team ensured professional management for the construction project. With a blueprint of the future development, the team will meet with Social Welfare Department and Eastern District Council to solicit support and advice on the community engagement plan. On the other hand, the work of identifying a research partner for the research and service model development is still undergoing. Social Return on Investment would be focused that we aimed at bringing service inspiration to the field by developing evidence-based innovative service.

賽馬會「挑戰你•想」計劃

由本會主辦、「香港賽馬會慈善信託基金」贊助的「賽馬會『挑戰你•想』計劃」，透過手機應用程式為弱勢青年以遊戲的概念建立平台，參加者於應用程式自由選擇不同任務，完成後便可累積分數並換取心儀的獎品或體驗機會，從而創造他們與社會接觸的機會，建立正面的人生經歷及意義。從研究數據所得，參加者的偏差行為及犯罪傾向均比主流青年高，約40%參加者更從未獲得社福服務的支援。數據亦顯示，參加者參與本計劃後人際關係有所改善，生活作息變得有規律，找到人生方向。由此可見，以遊戲的概念建立的創新網上介入手法有效吸引及幫助隱蔽弱勢青年建立正面人生。除此之外，我們亦會善用是次計劃得到的數據，透過研究參加者在遊戲平台中展現的喜好及生活模式，作出服務設計上的檢討，優化本會日後以弱勢青年為服務對象的計劃。

賽馬會鼓掌•創你程計劃(第二期)

生涯規劃對青年來說也是一個很重要的自我發現歷程，在過程中他們能發掘自己獨特的潛能、興趣，逐步建構人生事業目標及路向，認清人生方向及社會角色，活出更豐盛的人生。今年，本會有幸成為「香港賽馬會慈善信託基金」推行的「賽馬會鼓掌•創你程計劃」(第二期)的其中一支地區生涯規劃服務隊，主力服務年齡15至29歲年輕更生人士及院舍青年，並協助建立一套實證有效、以青年為本的生涯規劃介入模式，推動社會擴闊對成功、工作及人才的論述及理解，共同孕育一個擁抱多元的關愛社會，讓青年人有能力配合個人的價值、態度、技能及知識，作出有意義的人生事業發展選擇，為社會的持續發展注入創新及向前的動力。

Jockey Club YouChallenge (JCYC) Programme

Funded by "The Hong Kong Jockey Club Charities Trust", the JCYC programme aimed to foster active involvement as well as enable positive experiences and exposures for disadvantaged youths through the concept of gamification by providing an array of quests (opportunities and experiences) on the mobile application to facilitate their social interaction. By analysing the data collected until February 2020, around 40% of challengers (the identity given to the players) were those that applied for the app themselves and their score in the risk assessment were higher than those challengers who joined the programme by referral from social workers. The findings also evidenced that using the gamification online platform encouraged participants to adopt more goal-and-future-oriented daily life patterns as well as improved their social skills. The use of online gamification platform proved to be effective to help hidden disadvantaged youths in building positive lives. The preferences and lifestyles of the participants on the gamification platform would be further studied from the data obtained so that our future plans targeting disadvantaged youths could be optimised by reviewing the service design.

Second Phase of CLAP for Youth@JC

Career and life development is essential for youth so that they can broaden the discourse and practices around success, work, and talent, whereas they can be empowered to make informed and meaningful life and career choices. CLAP for Youth@JC aimed to develop an evidence-based career and life development intervention model in alignment with personal Values, Attitudes, Skills and Knowledge. We are honoured to be one of the strategic partners for the second phase of "CLAP for Youth@JC" which mainly serving young ex-offenders and institutionalised youths aged 15 to 29. In the long term, we envision a society that embraces diversity with multiple pathways, where all young people can find meaning in their lives and make positive contributions.

社創社

「授人以魚不如授人以漁」，本會致力啟發及培育弱勢社群及公眾人士成為社會創業家。有幸獲「社會創新及創業發展基金(社創基金)」委聘為協創機構，本會於今年九月透過舉辦意念醞釀比賽，以及支援原型和初創階段的創新項目，以創新方案應對弱勢社群(包括更生人士、現在或曾經濫藥人士、少數族裔、邊緣青少年、殘疾人士以及精神復元人士等)所面對有關貧窮與社會孤立的問題。計劃亦會舉辦簡介會和體驗工作坊，以提供有關弱勢社群議題的資訊。此計劃會提供專業且全面的小組培訓及個人諮詢服務協助社會創業家邁向成功。與此同時，團隊亦會建立專業服務支援網絡，以促進不同界別人士分享知識與經驗，並為社會創業家提供支援。「社創社」於今年九月正式啟動，將促進社會創新者與弱勢社群之間的交流互動，藉以協助他們解決生活中遇到的困難與挑戰，從而提升他們的福祉。

耆望計劃

香港社會急速變化，65歲或以上長者人口不斷上升，近年大部份長者面對不少壓力，因精神困擾而犯事個案急劇上升。新一期「耆望計劃」得到「維拉律敦治·荻茜慈善基金」的資助，於今年七月投入為期兩年的服務。本計劃旨在為被捕長者與他們的家人提供服務，及早介入和識別他們的需要，以應對近年不斷急增的長者犯事個案。與此同時，本會希望透過研究在服務中所得到的數據，設計及規劃更具成本效益的社會介入手法來應對犯罪老齡化的現象，並倡議相關政府部門審視針對長者需要的社會福利政策，推廣關愛長者文化，共建關愛共融的社區。

BEHub

“Giving a man a fish is not as good as teaching him to fish.” — the Society is always committed to inspiring and nurturing the disadvantaged and the public to become social entrepreneurs. We are honoured to have been appointed by “The Social Innovation and Entrepreneurship Development Fund (SIE Fund)” as an intermediary to design and administer a new innovative programme. We will organise idea generation competitions and support innovative projects at prototype and start-up stages to improve the well-being of local disadvantaged population including ex-offenders, people who are or have been drug abusers, ethnic minorities, youth at risk, people with disabilities, and PIR. Briefing sessions and workshops will be held to bridge the information gap on issues of disadvantaged population. Professional and comprehensive services ranging from group training to individual coaching will be provided before and after funding applications to enable the social innovators to grow and succeed. Launching in September 2020, BEHub is expected to establish a professional infrastructure that facilitate people from different sectors to share knowledge and experiences and provide support to the social innovators.

Project HOPE

The population of elderly people aged 65 or above has been on the rise. The number of crimes due to mental distress has increased sharply in recent years. A proposal submitted to “Vera Ruttonjee Desai Charitable Fund” was approved to continue our work for Project HOPE. The 2-year project would be commenced in July this year. The project aims to combat the rising number of elderly arrestees by offering holistic intervention for them and their family. Most importantly, we would be able to study the data gained from this project and introduce a more cost-effective intervention approach in responding to aging offenders and advocate policy review on elderly policy in legal and social welfare aspects.

創造機會 放眼前路

過去一年發生的社會事件引發一連串問題，本會除了向社會福利署申請撥款成立為期兩年的「法院社工服務2.0」，亦已於會內成立專責小組，有效協調資源，為受社會事件影響人士及其家人提供適切支援，包括就業配對服務、基本生活津貼及所需的心理輔導等。本會同時與社會上各個持份者保持緊密溝通合作，結合各界力量，運用可應用的社會資源，共建穩定社會。

社會事件同時產生各類新型服務使用者，故此應用性高的實踐訓練對前線同工極為重要。有見及此，本會將轉化未來進行的研究及數據分析所得的結果為實踐理論及知識，培訓同工專業應對服務使用者的需要，幫助有需要人士重投社區。

朋輩支援 轉化生命

為更有效幫助服務使用者重投社區，本會在不同服務範疇發展朋輩主導活動，包括在三間中途宿舍支持合適服務使用者參與朋輩支援員訓練課程，並於畢業後加入「朋輩支援員重聚小組」擔任客席講師，藉個人經歷分享復元故事，學習與社區組織和團體協作，服務不同社群，讓服務使用者從中建立自信及有意義的人生。本會亦期望以此介入方法，配合多年的服務經驗，幫助轉化因社會事件被捕或受影響人士，得到重新發掘自己的機會，將自身經驗轉化成獨特的服務資歷，幫助「同路人」。

Create Opportunity

To facilitate internal synergies and extension of our services to the people affected by social incidents and their families, a task force has been set up to steer the execution of services while all other divisions will provide full support including subsidies for basic living, counselling and employment service. The Society will keep collaborating with various stakeholders in the community to build an inclusive and safe society.

As thorough understanding about the new kind of service users in social incidents is required, training is crucial for our front-line workers while findings from research and data analysis will be transformed into practical knowledge for frontline practice and service development that will help service users reintegrate into the society.

Transformation of Lives

Peer-led programmes have been adopted in different services to facilitate recovery and social integration, including supporting rehabilitated service users from halfway houses participating in peer supporter training courses and inviting them to join the peer supporter reunion group as guest speakers after completion of the courses. Through sharing recovery stories, peer supporters learn to work with different social parties and serve groups with different backgrounds, which in turn, allows them to build a confident and meaningful life. The Society will also apply this approach, combined with years of service experience, to help people who have been arrested or affected by social incidents to rediscover themselves and transform their own experience to help others in similar situation.

實證實踐 建立指標

我深信一間成功的社福機構除了需要「以人為本」，更需著重「實證為本」的專業精神。研究及發展部將在機構中建立有系統的中央數據庫，一方面讓前線服務更有效地統計及提交精準的服務數據；另一方面，促進數據統一化以便研究分析。研究所得的結果不單能讓各部門更深入了解各類服務使用者的需要，亦能為未來服務模式及服務發展奠定基礎。除了傳統收集數據的方式外，研究及發展部亦將於服務中應用內隱性的數據收集模式（亦即非明確、自動化的數據收集方法，如記錄登入時間、個人選擇及偏好等），以建立大數據庫作研究分析之用，並把研究及數據分析所得的結果融入日常培訓中，以提升前線員工服務的質素及協助服務創新的發展。

培育人才 發展潛能

有優秀的同工才能為弱勢社群帶來優質的服務。因此，本會在人才培訓和發展方面積極推動按同工的特質、專長及潛能為他們提供全面的工作評估，機構管理團隊亦會給予同工反饋，確保同工間互相理解和有效溝通，以便為同工提供適切的培訓及支持。

本會亦將會設立職能檢討專責小組，期望因應社會轉變及服務需求，透過調整及檢討現有職能，整合內部資源，讓同工得以發展潛能，為服務使用者提供更有效率、彈性及效能的支援及幫助。

轉化作貢獻 多元臻關愛

本會致力轉化社會上受忽略的弱勢社群成為社區貢獻者，建立更包容、安全、多元、關愛、可持續發展的社會。受忽略的弱勢社群如同沒被撒放到良好土壤裏的種子，有些落在石地上，長苗後因為得不到水分而枯乾；有些種子落在荊棘裏，幼苗被荊棘擠住，無法成長。在我而言，香港善導會的每一位同工猶如有經驗的農夫，把落在石地的種子放在適當、肥沃的泥土裏，為種子提供更好的成長環境；為落在荊棘裏的幼苗移除障礙，匡助他們在困難中成長。我們希望結合社會大眾的支持，為種子帶來成長所需的陽光及養分，使種子長苗，慢慢地樹葉長出，花朵盛開，最終結成果實，貢獻社會。

Index Development

I believe social service cannot be impactful without the aid of data analysis on users' behaviour. Research and Development Division (RDD) will establish a database with the information needed for a systematic study as well as enabling targeted frontline services to capture necessary data. On top of traditional information collection, RDD will develop implicit data collection, i.e. data collected implicitly and automatically like sign-up time, individual choice and preference to build up the big data system and for researching purpose. The results of research and data analysis will be integrated into staff training to improve the quality of services and allow us to innovate our services.

Talent Development

Only with excellent and passionate staff can we bring quality services to the disadvantaged groups. Therefore, the Society actively promotes talent development by providing staff with comprehensive and holistic trainings according to their attributes, expertise, potential as well as job duties. Management team of the Society will also give timely feedback to staff through mutual understanding and effective communication to ensure appropriate training and support are provided.

The Society will also set up a Task Force on Job Description and Job Evaluation Review to review existing job duties of staff and adjust internal resources in response to changes in community and service needs, so that staff can develop their potential and provide service users with more efficient, flexible and effective support and help.

Innovative Mind with A Social Heart

The Society is committed to transforming the neglected and disadvantaged groups into contributors and building a more inclusive, safe, diverse, caring and sustainable community. The neglected and disadvantaged groups are like seeds that have not been sown in good soil, falling on the rocky ground and wither in the drought while some fall among thorns and choked by the thorns. In my eyes, workers in the Society are like experienced farmers. We relocate the neglected and disadvantaged groups from the rocky ground to good soil, so that they can grow in a better environment; we remove the thorns from them, so that they can grow in difficulties. Together with the support of the public, we believe our service users will thrive and eventually bear fruits that contribute to the community.