

# 2016 17

社會服務年報 Annual Report of Social Services

# 2016 17



基督教宣道會香港區聯會

Christian & Missionary Alliance Church Union Hong Kong Ltd.

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## 宣道會會徽

宣道會初創時，即已開始用十字架、洗濯盆、油瓶和冠冕，來象徵基督福音的完備性。



### 十字架

象徵基督的死作成每個信徒的救恩。



### 洗濯盆

象徵神使我們成聖的恩典，使我們每日從罪中得潔淨。



### 油瓶

象徵聖靈和醫治。



### 冠冕

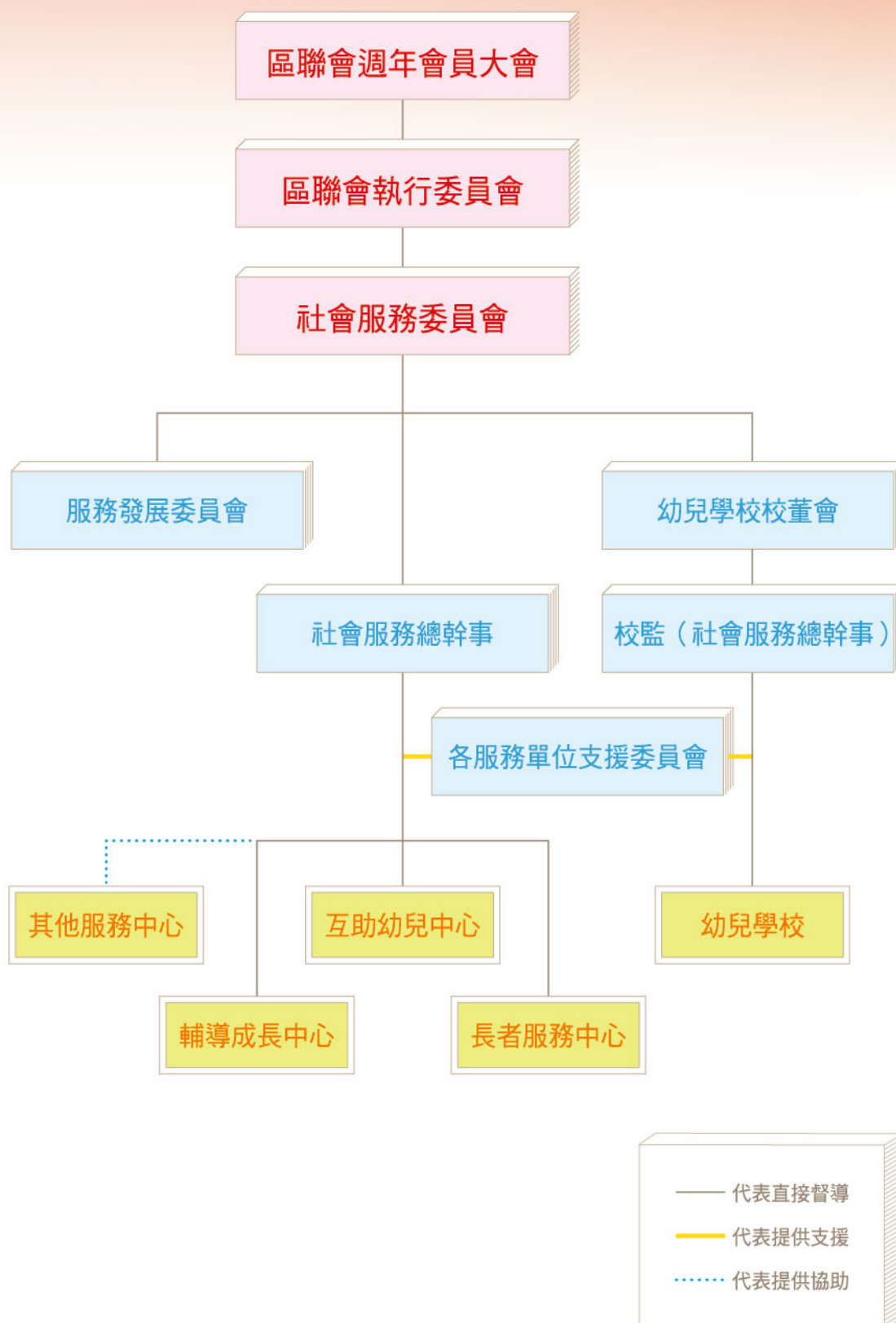
象徵主的再來，和那些分享基督榮耀的信徒所獲得的獎賞。

## 機構宗旨

以基督愛人精神，傳揚福音，關懷全人，服務社群。



# Organization Chart 社會服務組織架構圖







陳茹九牧師  
Rev. Chan Yu-kow

社會服務委員會主席  
Chairman of C & M A Social Services Committee

對社會服務團體來說這不是容易過的一年，感謝神帶領宣道會社會服務經歷了無限的恩典。社會和政府對服務機構管治的問責及財政的透明度要求不斷提高，機構要做好內部監察，包括對會計程序、核數及財務交代，以至服務質量的表現，所涉及的工作量實在有增無減。中央行政人手在資源有限的情況下，緊絀的人手更形不足。感謝員工們不斷付出——腦力、努力和體力去完成一座又一座的高山，神沒有虧待我們，總給我們足夠的恩典去完成，這全是恩典。

本會在「整筆過撥款」制度的環境下，因著機構的獨特背景及規模，建立了較適合機構發展的管治架構，社會服務委員會督導本會社會服務的營運並向區聯會執委會交代，機構營運及服務提供得到適當的監察和指導。近年亦透過推行社會福利署最佳執行指引的機會，社會服務委員會為機構的財務管理、整筆撥款及儲備的運用、人力及薪酬各方面的政策，建立了更具體的措施去體現委員會積極參與機構的管治，如每年制定預算時預演不同情況下機構的經濟實況、公開財務報告、定時檢討人力架構及薪酬福利制度，來年亦會安排和同工及服務使用者交流。感謝神、機構的財務及服務質量仍維持健康狀況，這實有賴各中心同事的努力和付出。

本會主要提供長者社區支援及幼兒教顧服務，除了社會福利署提供資助長者服務外，教育局亦是為機構幼兒服務提供資源的主要伙伴。幼兒教育的津助政策改變，機構需要全面預備，六所幼兒學校人手將會增多，薪酬及學習費用支出大幅增加，同時亦要重新裝備各校教職員面對新學制的不同要求，而這

It has not been easy for a social services organization this year. Praise to the Lord who guiding Christian & Missionary Alliance Social Services and give us countless gracious experience. The government and public posed a higher standard of accountability on management and financial transparency for the social service organizations. As a result, workloads on internal monitoring soared. These included accounting procedures, auditing, financial reporting and services quality controls. Our insufficiency of human resources manifested in the lack of manpower in central administration. I would like to express my gratitude to our staff who strive to serve in completing difficult tasks one after another. Unfailing support and grace from God is always enough.

Taking into account of our unique organization background, we have established a management structure suitable for our organization development under the Lump Sum Grant system. Social Services Committee commissioned by Executive Committee of Christian & Missionary Alliance Church Union Hong Kong oversees the Social Service Office to ensure that the operation and service provision are monitored and supervised. In recent years, with the opportunity of carrying out the Best Practice Manual, Social Service Committee established clear policies and initiatives for our financial management, the use of Lump Sum Grant and reserve, and human resources and payroll in accordance to the authority of corporate governance. The committee has also reviewed the financial forecast of the organization under various scenarios when formulating our annual budget, published financial reports, regularly reviewed human resources structure and salary system. Also, we have arranged opportunities for exchanges of opinion between the staff and service users in the coming year. Our finance and quality of services maintains a healthy condition. For this, we have to thank God as well as our staff.



些實需要各校配合才能平穩過渡。各校校長需付出更多的辛勤去面對轉變。機構仍會持守基督的愛，並以幼兒為重的辦學精神，為幼兒的成長營造一個愛的環境。

長者人口不斷增加，社區安老服務需求甚殷，同時有更多幼兒被發現有特別學習需要，但所需服務供不應求。我們會努力籌集資源，在沒有政府資助的服務單位，為弱勢社群提供公共服務以外的關顧，對在尋求支援而感到徬徨的家庭，送上一份安慰和平安。

面對不同的挑戰，我們只有仰望施恩的主，加添力量和智慧，而神總是回應我們的禱告，讓我們有能力經過。願以以下經文共勉：

「你要專心仰賴耶和華，不可倚靠自己的聰明，在你一切所行的事上都要認定祂，祂必指引你的路。」

箴言 3:5-6



小精兵——聖經故事分享

We focus on providing elderly community support services and 'educational and care' services for children, subsidised and supported by Social Welfare Department and Education Bureau respectively. Because of the change in subsidy policy of Early Education, we need to prepare for the change in a comprehensive manner. All of our six nursery schools will recruit more teaching staff, and staff salary and educational related expenses should be therefore increased. We shall provide more trainings for staff to meet the new requirements under the revised curriculum. These can only be made with the cooperation among schools. Principals will have to offer toil and sweat to cope with these challenges. We will uphold the love from God and child-focus principle while we devote our staunch efforts to shape a favourable environment for healthy development of children.

The elderly population is increasing continuously, so demands for elderly community services grow as well. At the same time, more children are found to be with special educational needs. However, existing services cannot cope with the upsurge demand. We will therefore, in our self-finance service centres, gather resources to provide cares and adequate services to the disadvantaged. We hope to bring comfort and peace to families who are distressed in seeking support.

When facing different challenges, we can only turn to God's grace, might and wisdom. And God always responds to our prayers and leads us through. Let's encourage each other by the scripture:

*"Trust in the Lord with all your heart and lean not on your own understanding; in all your ways submit to him, and he will make your paths straight." Proverbs 3:5-6*





劉國華先生  
Mr. Lau Kwok-wa

社會服務總幹事  
General Secretary for Social Services

政府對社會服務資助的政策方針在業界展開了廣泛的討論，首先落實的是優質免費幼稚園教育政策，其後亦完成了安老服務計劃方案的諮詢，隨著便會進行幼兒照顧服務的長遠發展研究。機構對各項新政策及措施所帶來不同層面的影響作出相關的部署和應對。

在幼兒服務方面，因應優質免費幼稚園教育政策，教育局逐漸建構具體執行方法，機構對幼兒學校的人力資源、財務及行政安排已著手作出相應預備工作，按教育局建議及規定，檢視了幼兒學校的人力及薪酬架構，並向各級教職員展開諮詢，溝通機構如何善用新資助政策下的資源，改善人手比例及薪酬水平，得到校董會及社會服務委員會的支持，幼兒學校職級架構的檢視已經完成，相關建議受到同工接納。雖然新資助制度在2017年9月新學年才正式實施，但有見職工的職位流動量大，職工職級的薪酬提升建議在2017年4月新財政年度實施，預期可減低流失率。同時，我們預期新課程指引亦會相繼出台，機構聯校課程檢討會亦建議對目前的課程設計及推行作更深入的研討，期望能提昇課程的設計、教學能力及幼兒學習效果。現正已物色業界學者，提供顧問計劃，完善各校的課程及教學模式。

政府關注特別學習需要的幼兒，去年已開展「到校學前康復服務試驗計劃」，使在輪候服務的幼兒及早接受訓練，機構各幼兒學校和參與試驗計劃的機構合作，讓康復專業團隊到校提供服務。現時本會各校兼收服務，能為特別學習需要的幼兒提供融合教育，促進幼兒全面發展，因此，機構對兼收老師本年繼續提供專業培訓，提昇幼師在提供個別幼兒訓練的能力。

Extensive discussion on the government's subvention policy towards social services in the welfare sector continues. The policy of Free Quality Kindergarten Education is going to be implemented in the coming year, Elderly Services Programme Plan Consultation has also finished and the research of long-term development of child care services will commence soon. In this connection, we will deploy corresponding measures to those new policies.

Regarding child care services, the Education Bureau has been proposing the concrete measures in executing the Free Quality Kindergarten Education policy. We have already started to prepare on human resources, finance and administrative procedures in response to the possible changes. A review of nursery school's human resources and salary structure has been completed according to the suggestions and requirements of the Education Bureau. We communicated to staff of each level on the utilization of resources in improving staff ratio and salary level under the new subsidy policy. The revised human resources proposal has been completed with the support of the school management committee and the social services committee. The proposal is well accepted by our staff. Although the new subsidy system will commence in 09/2017, salary of minor grade staff has been suggested to be raised from 04/2017 in order to ensure staff retention. Meanwhile, we expect the new curriculum should be launched soon. Joint school curriculum review working group suggested that the current curriculum design and delivery should be more comprehensively discussed in order to improve the curriculum structure, teachers' competence and effectiveness of learning. We are now looking for suitable professionals to provide us with consultation plan to polish the curriculum and teaching models.



「安老服務計劃方案」的諮詢帶來社會廣泛的討論是預期之內，顧問報告亦應在短期內完成，相信距離具體執行報告建議尚有一段時間。但諮詢文件亦已包涵討論長者中心在地區安老服務的定位。機構長者服務以提供社區支援服務為主，各同工對社區長者的需要的敏銳觸覺，發覺到社區支援服務的不足，各服務中心因而發展了不同服務計劃來填補，包括好友益智計劃，支援了有認知障礙的長者及家人；「陽光計劃—支援長者家居清潔服務」，可以協助長者家居清潔服務等。在介入手法上，同工回應一些弱老的需要，多辦到戶的服務工作，提升關顧果效。機構認為高齡化社會下，長者全人健康更形重要，去年在翠樂長者睦鄰中心推行了「360全方位長者健康計劃」，提倡長者自我管理個人健康，加上多專業的合作，建立長者對健康正確的認識。期望這些服務計劃成為計劃方案在社區支援服務發展的具體建議。

業界對整筆撥款資助模式改革的討論持續，而社會福利署對整筆撥款手冊在這期間作出了檢視，再加上最佳執行指引的實踐，機構在財務報告的公開方法需更加透明，有關本會財務報告已上載至機構網頁方便公眾省覽。機構財務管理已按整筆撥款手冊各原則及要求運用，而社會服務委員會每年均檢視整筆撥款儲備的水平、機構未來財務計劃及人力薪酬架構，因應檢討結果對員工薪酬水平及福利作適當調整。本年除按最佳執行指引建議，同時作出人力薪酬架構檢討，員工薪酬跟隨了政府公務員是年的調幅外，活動工作員、文員及工友職級本年的調薪幅度會較其他職級較高。

The government has given special attention to the children with special educational needs. Social Welfare Department launched the Pilot Scheme on On-site Pre-school Rehabilitation Services last year. We have close cooperation with organizations in the Scheme. The professionals of the rehabilitation team had been arranged to each of our nursery schools to provide services. Besides, our nursery schools also have been providing integrated programmes for children with special educational needs to enhance their comprehensive development. To strengthen teachers' abilities in providing individual training to the children in need, we continue to organize professional trainings for teachers.

Our focus of elderly services is mainly on the community support. Our staff is sensitive to the needs of the elderly in the community, they understand the insufficiency of the existing community support services. Each of our centres has therefore developed its own service programmes to cope the service needs. For example, we launched "Good Companion Programme" that supported elderly with dementia and their families, "Sunshine Programme" provided household cleaning service for the elderly. Concerning the intervention strategy, our staff give more emphasis on on-site or home base services in order to reach the frail elderly for enhancing the effectiveness of support services. We emphasize on elders' holistic health. Last year, Tsui Lok elderly centre started the "360 wellness project for the elderly" that promotes self health management with the assistance from multi-professional collaboration. We hope these programmes would become some of the practical model in the development of elderly service programme in future.

The debate on the effectiveness of Lump Sum Grant Subvention System continued in the recent years. After the revision of the Lump Sum Grant



機構繼續關注服務流程及行政效率，已落實提昇機構資料管理系統包括服務使用者、活動收費及人力資源，來年亦會購買新會計系統應付更繁重的會計工作，更可提供有用的數據作財務分析。機構仍會致力改善服務流程，來年將會推行內部培訓，協助同工檢視在工作流程，增加部門及跨中心的合作效率，服務使用者能得到更優質的服務。

「我們各人務要叫鄰舍喜悅，好讓他得到益處、得到造就。」  
羅馬書15:2（新譯本）



長者服務主任／副主任退修日

Manual by the Social Welfare Department and the implementation of the Best Practice Manual, organizations had to increase the transparency of agency finance reporting. We uploaded our reports to our webpage so that the public could access to our report easily. Our finance management and internal control complied to the principles and requirements of the Lump Sum Grant Manual. The social service committee made reasonable adjustment in staff's salary and fringe benefit after the reserve level of lump sum grant, financial outlook and the salary structure annually reviewed. This year, in accordance with the requirements of Best Practice Manual, the staff salary adjustment followed the rate of civil service annual adjustment. Yet, we had special arrangements for the rank of programme worker, clerk and workman. Their adjustment level was higher than the other rank.

We continuously improve services procedure and administrative efficiency. The enhancement of the information system for service recipients, programme fee collection and human resources management had been contracted out to the vendor. In the coming year, we purchase a new accounting system to meet the complicated financial challenges. The system should also facilitate data collection for financial analyses. Besides services process enhancement, we will organise internal training programmes and boost the efficiency of work in different departments and cross service units collaboration in order to deliver high quality services to recipients.

*"Each of us should please our neighbors for their good, to build them up."  
Romans 15:2 (NIV)*