

榮領事署



社會服務年報  
Annual Report of Social Services

基督教宣道會香港區聯會  
Christian & Missionary Alliance Church Union Hong Kong Ltd

2017-18



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# 宣道會會徽及機構宗旨

## The Alliance Emblem & Objectives



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。

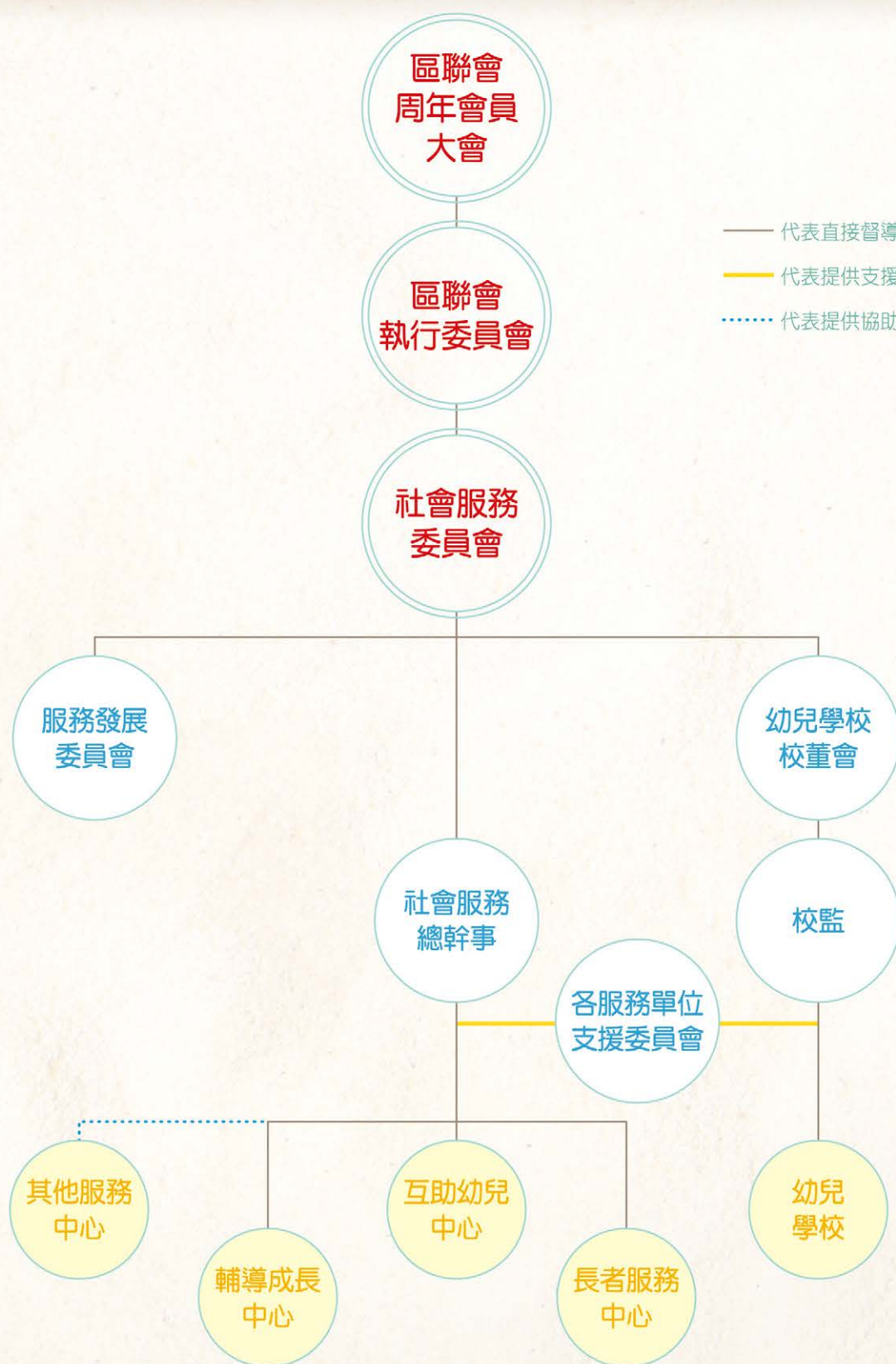
## 機構宗旨

以基督愛人精神，傳揚福音，關懷全人，服務社群。



# 社會服務組織架構圖

## Organization Chart





# 主席獻詞

## Chairman's Remarks

### 潘國賢牧師

**Rev. POON Kwok-yin**

社會服務委員會主席

Chairman of C & M A Social Services Committee



全是神的恩典，回顧這年，宣道會社會服務回應市民的需要，特別在長者及幼兒的工作，政府對社會服務需求不斷提昇下，中心作出相關的回應及更新改變。盼望承存耶穌基督在世關愛的精神，關心每一位受助者的身心靈。

基督教宣道會香港區聯會每兩年進行會友大會及選舉執行委員會委員，在執委會完成委員職責分工後，社會服務委員會（委員會）亦需按社會服務手冊規定組成，領導及監察社會服務處（社服處）工作，推行各項社會服務計劃，實踐機構使命。

社會人士及提供資源的團體，包括有關政府部門及各社區慈善基金對機構管治的問責要求日漸增加，再加上社會福利署推行最佳執行指引，機構的決策、財務及工作報告交待的透明度不容置疑需相應提高。機構已將核數報告刊於年報及上載社服處網頁，供公眾人士參閱。有關財務報告已包括年度整筆撥款的收支、累積整筆撥款及公積金儲備的資料。委員會會持續按整筆撥款手冊運用有關資源。繼去年對非專業職級薪酬及福利檢討完成後，同事普遍認同檢討建議，並滿意薪酬增幅。因應本年預計資助中心服務有新發展，故現已開展對專業職級薪酬及福利的檢討，以維持專業隊伍的穩定及吸納新社工加入本處工作，預計在2018年中完成，迎接新服務的推行。對於各項檢討或政策的轉變，機構必會向各持份者展開諮詢，除了由社會服務總幹事在各中心與員工會議溝通外，委員會亦安排到服務單位探訪，與各員工及服務使用者交流，收集對機構管治及服務的意見，並於在年度機構發展的討論會中作為其中一項資料參考。

It is all by God's grace! In retrospect of this year, C & M A Social Services responded to our society's needs. Particularly in our elderly and children services, our centres responded and renewed regarding to Government's increasing demand in social service needs and quality. We pray that we can care for each and every client's soul with the love of Jesus Christ.

CMACUHK organizes general meeting and elects executive committee members every other year. After the division of work among executive committee members, Social Services Committee (the Committee) will also be formed in accordance with our social service manual, lead and monitor the work of C & M A Social Services (CMASS), and implement each social service scheme to fulfil our organization's missions.

Members of society and groups that provide resources, including government departments and community charitable funds, are demanding more accountability and responsibility from the organization's governance. In tandem with SWD's best practice manual, our organization's decision-making, financial and work report become more transparent inevitably. We have already published our audit report in annual report and uploaded it onto CMASS' website for the public's reference. The financial report comprises of the income and expense of this year's lump sum grant, accumulated lump sum grants and provident funds revenues. The Committee will utilize resources with regard to the lump sum grant manual. Following last year's evaluation on non-professional grades' salaries and benefits, our staffs are generally agreeable to the recommendations and are satisfied with the increase in salary. In view of anticipating development of new subvented services, we have already started evaluation on professional grades' salaries and benefits to maintain the stability of our professional team, as well as drawing new social workers into CMASS. We expect the evaluation to be completed





感謝各員工的投入及專業精神，機構一方面能繼續提供高質素的長者社區支援服務及幼兒教顧工作。另一方面亦開拓資源，發展非政府資助服務計劃，回應社會主流服務未及照顧的長幼及家庭。服務也能聯繫教會，一同實踐基督愛人精神，關顧弱勢社群。因此，機構要經營四個自負盈虧服務單位，每年必須向社會慈善基金申請支持服務計劃，因著同工對服務有洞見及維持高質服務，近年都得到不同基金資助先導計劃；除此之外，機構能連續兩年舉辦全港賣旗日籌款，使各非政府資助單位得以延續服務社群。

最後，在此謹代表宣道會社會服務委員會向機構各位同事，老師及社工們說聲感謝，實在看見你們的努力，對自己的專業服侍抱著真誠的付出，使我們這個宣道會的大家庭，成為不同社區的美好見證，榮神益人！正如耶穌對我們說：「你們是世上的鹽……。你們是世上的光。城造在山上是不能隱藏的。人點燈，不放在斗底下，是放在燈臺上，就照亮一家的人。你們的光也當這樣照在人前，叫他們看見你們的好行為，便將榮耀歸給你們在天上的父。」（馬太福音5:13-16）願一切榮耀都歸給我們天父的父上帝。

in the coming year to meet with the implementation of new service. Our organization must consult stakeholders about our evaluations or changes in policies. Not only our General Secretary meets with our staffs at different centres, the Committee also visits service units to communicate with our staffs and service users. Through these visits and meetings, we collect opinions about our organizational governance and service, which will be our references for discussions about organization development in our annual forum.

Thanks be to all staffs' efforts and professional spirit! With them, our organization can render quality community support service for the elderly and teaching and caring service for our children. Furthermore, their inputs enable us to explore resources and develop non-subservent services to those elderly people, children and families neglected by the mainstream service. Service can also help line up with churches to serve in love of Jesus and care for the underprivileged. Therefore, our organization is operating four self-funded service units, and we have to apply for community charitable funds every year to sustain our services. Owing to our staffs' insights in services and consistent quality services, we are awarded various funds to launch pilot projects. Moreover, our organization can hold territory-wide flag days to raise funds in two consecutive years, so that our non-subservent units can keep serving our community.

Last but not least, I would like to express my gratitude to all staffs, teachers and social workers on behalf of CMASS Committee. We witness your endeavours and genuineness in your professional service, and you C & M A family a beautiful testimony honouring God and benefiting others in different communities. As Jesus teaches us, "You are the salt of the earth... You are the light of the world. A town built on a hill cannot be hidden. Neither do people light a lamp and put it under a bowl. Instead they put it on its stand, and it gives light to everyone in the house. In the same way, let your light shine before others, that they may see your good deeds and glorify your Father in heaven." (Matthew 5:13-16, NIV) May all the glory be to God our Father!



# 社會服務總幹事報告

## Report from General Secretary for Social Services



**劉國華先生**

**Mr. Lau Kwok-wa**

社會服務總幹事

General Secretary for Social Services

### 結聚傳頌愛 更新迎挑戰

We gather to praise love, and renew for meeting the challenges

社會福利署正式組成優化整筆撥款津助制度檢討專責小組，就著檢討範疇、數據蒐集和研究、改善措施等向勞工及福利局局長提出建議。我們期待檢討結果能優化制度不足之處，重要的是相關資源能持續支持各項社會福利服務的發展。同時，期望相關檢討結果能按整筆撥款精神，給予提供服務機構有足夠的彈性，鼓勵機構在資源運用上以創新手法提供資助協議服務之餘，還有空間回應不斷新生的社會需要或服務縫隙。在這伙伴關係之下，本處會本著以人為本的精神結合政府及社會各方面的資源，並且凝聚社區和教會義工力量，以基督的愛，服侍社群。

Social Welfare Department has officially formed a Task Force for Review on Enhancement of Lump Sum Grant Subvention System, which will advise the Secretary for Labour and Welfare according to the extent of evaluation, data collection and analysis and improvement measures. We are expecting the evaluation can improve the current system, that, most importantly, relevant resources can continuously support the development of every social welfare service. Meanwhile, we hope that the conclusion of evaluation can align with the spirit of Lump Sum Grant, that it provides services providers adequate flexibility and room to respond to budding social needs and service gaps, while encouraging organizations to provide subvented services with innovative ideas in utilizing resources. With this partnership, C & M A Social Services (CMASS) will integrate resources from the Government and society with a people-oriented mindset, and gather the power of volunteers from the community and churches, to serve the community with the love of Christ.

In our elderly services, besides quality subvented services, our non-subvented units tries different community elderly support services to respond to the needs brought by upsurging elderly population. A specific programme for aged people with dementia, "Good Companion - Neighbourhood Assistance to Elderly with Major Neurocognitive Disorders (Dementia)" provided cognitive training for the elderly and their families in the past five years, built a social network for them and rendered emotional support. Not only cognitive capability and emotions of the elderly are improved, but also their families receive actual support. This

親子「童」台說故事







參加者在生命教育工作坊透過小手工，感受生命的美善

在長者服務方面，本處除繼續提供優質資助服務外，非資助服務單位試行不同社區長者支援服務，回應長者人口持續增加而帶來的服務需要。專為患有認知退化症長者而設之「好友益智」計劃，過去五年為長者及家人提供認知訓練，建立社交網絡與及情緒支援，不單長者的認知能力和情緒得到改善，他們的家人同樣得到具體的支援。本年施政報告已承諾在社區各長者中心投入資源，開展支援服務，使服務得以恆常提供。本處已累聚相關經驗及知識，將會作出更有系統的服務規劃和專業培訓，讓長者和家人能接受持續的專業服務。本處另一計劃「愛樂敘·結舍情」私營安老院探訪計劃，結合了本處的服務宗旨和善用教會及社區人力資源網絡的優勢，能將一群接受院舍服務的長者和社區結連，這探訪計劃正好填補了私營安老院舍在資源限制下未能提供足夠社交活動的服務縫隙。同時，亦讓社區和教會義工提供持續的探訪，建立友誼、傳遞關愛。我們期望結聚更多的社會資源和義工，為在社區生活的長者得到適切的關顧。

免費優質幼稚園教育政策在本年九月正式實踐，本處各幼兒學校按計劃部署，完成了相關財務控制及會計程序的更新，建立更完善人力架構，增聘教師人手，與及增加幼師薪酬，善用了教育局及社會福利署新增資源有效地提昇幼教人力資源，改善師生比例。同時，相關資源亦有助減輕家長在學費上的負擔。行政財務交代的要求，確實增加了中央行政及校本工作量的壓力，本處會監察各校在政策落實後執行情況，以便作出檢討及完善

year, the Policy Address has promised to invest more in elderly centres in the community so as to make these support services become regular. We have accumulated relevant experiences and knowledge, and we will have a more systematic service planning and professional training, such that the elderly and their families can keep using our professional services. Our Private Elderly Homes Visit Programme, "Neighbourhood Support to Elderly People Living in Private Residential Care Home", which has integrated with our missions and taken advantage of our human resource network through churches and the community, links up those elderly people in care homes and the community. This visit programme can timely provide ample social activities for the elderly living in resources restrained private homes. Also, this gives an opportunity for our community and church volunteers to build friendships and share love with the elderly through constant visits. We hope to gather more social resources and volunteers for caring the elderly living in our community.

Free Quality Kindergarten Education Policy has been officially implemented since this September. Every nursery school under CMASS prepares accordingly and has finished updating financial control and accounting procedures, built a more comprehensive school structure, recruited more teachers, and increased salaries of our teachers. We have made good use of resources from Education Bureau and Social Welfare Department to enhance our teaching human resources effectively, and improve our teacher-student ratio. Also, these resources are helpful to reduce parents' financial burdens. The administrative and financial reporting requirements de facto multiply our central administration and school-based workload pressures. CMASS will keep monitoring each school's operation after implementing the policy for reviewing and improving our plans. Furthermore, we will complete the evaluation of school curriculum in year 2017-18. Our professional consultants will comment on our teaching mode and basic curriculum. Apart from teaching and caring services in our kindergartens, integrated programme is one of our significant services. Social Welfare Department has not yet given a clear development plan of integrated programme, hence, we will first have our internal assessment and increase our service standards for teachers' execution, which will be assessed after one year. To meet the opportunities and challenges brought by different policy updates, school management staffs are receiving management training programme, refining organization's and school management belief and goals, as well as daily management tasks, in a hope to strengthen our efficiency and effectiveness.



方案。除此之外，2017-2018學年內亦會完成學校課程檢討，專業顧問會就著專題教學和基礎課程作出具體建議。幼兒學校除提供幼稚園的教顧服務外，兼收服務是其中一項重要服務，社會福利署目前未有明確發展方向，本處先作內部檢視及提昇服務標準供老師執行，一年後作檢討。為迎接各項政策更新，帶來機遇和挑戰，學校管理層積極接受相關管理培訓課程，統整機構和校本的管理信念和目標，以至日常的管理實務，期能增強效率和成效。

本處中央行政部門在過去一年完成了許多實質具體的工作配合服務和機構的發展。其中社會福利發展基金支持本處開發資訊系統的項目，以提升工作效率，本年改善人力及服務系統經已推出，效果良好。另外，會計系統更新項目的採購程序亦已展開，在明年首半年會試行新系統軟件。除此之外，中央行政部門已就著教育局對免費優質幼稚園教育政策制訂的行政手冊內的各樣要求，調整本處各項相關會計及行政程序。

整筆撥款津助制度檢討完成前，社會服務委員會仍以整筆撥款手冊及相關指引，督導本處執行行政及財務管理。本年整筆撥款已按預算運用，部份同工薪酬調整亦較公務員調整百分比為高。本年整筆撥款錄得盈餘，社會服務委員會將定期檢討如何運用盈餘，包括調整社工薪酬，挽留及吸引人才，面對來年長者鄰舍中心增加服務的要求。社會服務委員本年亦藉著退修會及中心探訪以不同渠道吸納員工及服務使用者意見，作釐訂政策的參考。在此，感謝社會服務委員會各委員的無私委身。

CMASS' central administration department accomplished many substantial works this year to support our service and organizational developments. Social Welfare Development Fund sponsored CMASS to develop an I.T. system to improve our work efficiency. The updated versions of human resources and service system have already been launched and its feedback is positive. Besides, the procurement of our accounting system updates has been initiated, and we anticipate a trial run of the new system in the first half of next year. Moreover, central administration department has revised our accounting and administrative procedures according to Education Bureau's requirements listed in the administration manual of Free Quality Kindergarten Education Policy.

Prior to the completion of evaluation on Lump Sum Grant Subvention System, social service committee will still reference Lump Sum Grant manual and related guidelines to monitor our administration execution and financial management. The lump sum grant for this year has been used as budgeted, and some staffs' salary adjustment were also higher than the adjustment percentage for civil servants. Surplus were recorded from the lump sum grant this year. The committee will discuss how to use the reserve regularly, including adjusting social workers' salaries in hope of retaining and attracting talents, as well as supporting the increased service needs of NEC next year. Social service committee listened to our staffs' and service users' feedback in retreats and centre visits as our reference for policy making. I would like to express my deepest gratitude to all social service committee members for their selfless commitment.

學校創校二十週年，舉辦了一連串校慶活動

