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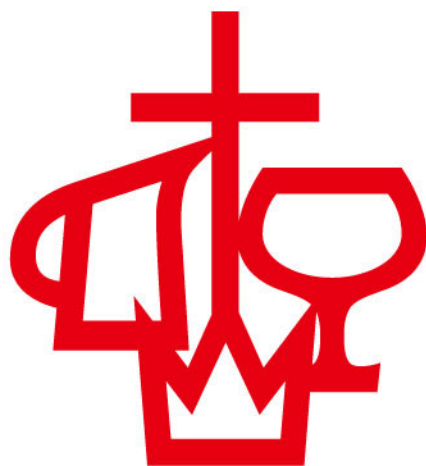
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宣道會會徽及機構宗旨

The Alliance Emblem & Objectives



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。

機構宗旨

以基督愛人精神，傳揚福音，關懷全人，服務社群。



十字架
象徵基督的死作成每個信徒的救恩。



油瓶
象徵聖靈和醫治。



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。



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。

社會服務組織架構圖

Organization Chart



註： — 代表直接督導

— 代表提供支援

— 代表提供協助



主席獻詞

Chairman's Remarks

劉立武牧師

Rev. LAU Lap-mo

社會服務委員會主席

Chairman of C & M A Social Services Committee



在2022-2023年度，我們看到了新冠疫情的轉捩點，就是政府於2023年3月1日宣佈解除口罩令。這使眾人都舒了一口氣，意味著戰勝疫情，服務可以逐漸恢復正常！

在此，我要感謝各個服務中心的同工，他們在過去三年的疫情中，竭盡全力與我們的長者、家長和幼兒同行，提供各種支援服務，實現了今年的服務主題「心繫長幼展笑同行」的目標。疫情趨穩後，看到服務使用者恢復正常生活，我們也感到十分欣慰！

本年度仍受到疫情的影響，我們能夠按照實際情況，靈活運作去滿足服務使用者、家長及幼兒的支援及學習需要，維持以往的平均服務量。同時，各中心按照服務質素標準，檢視及執行相關政策及措施，讓服務使用者得到優質的服務。社會服務委員會（社服會）於2023年2月到訪景林長者鄰舍中心及富山幼兒學校，大家喜見服務單位的良好服務質素，而服務對象滿有正面回饋！

在機構管治方面，本人繼續擔任本年度社服會主席。同時，有服務單位夥伴、堂會代表及專業人士加入，成為社服會委員，共同帶領機構，實踐「以基督愛人精神，傳揚福音，關懷全人，服務社群」的宗旨。

In 2022-2023, we saw a turning point in the pandemic when the government announced lifting the mask-wearing requirement on 1 March 2023. It relieved everyone, as it meant the epidemic was defeated, and services could gradually resume normal!

I want to thank colleagues of service centres who, during the past three years of the pandemic, have done their best to provide support services to our elders, parents and young children, which actualised the goal of this year's service theme, "Caring for and Journeying with All Ages with a Smile". As the epidemic situation stabilised, we are delighted to see service users' lives return to normal!

The pandemic still influenced our services this year. Still, we could operate flexibly to meet the support and learning needs of service users, parents and young children and achieve the average service outputs as in the past. At the same time, the centres reviewed and implemented relevant policies and measures according to Service Quality Standards so that service users can receive quality services. The Social Services Committee (the Committee) visited King Lam Neighbourhood Elderly Centre and Fu Shan Nursery School in February 2023 and appreciated their good service quality and service recipients' positive feedback!

Regarding the Organisation's governance, I continue to serve as the Chairman of the Committee this year. We also had service unit partners, church representatives and professionals joining as committee members to lead the organisation "in the spirit of Christ's love, to preach the Gospel, to provide wholistic care, to serve the community."



eSMART大使教授
長者運用平板電腦。



K3 自由遊戲



社服會於2022年7月進行了退修活動，為機構未來發展訂立方向及策略。此外，「服務發展」和「人力資源及財務」兩個功能小組繼續發揮效能，協助社服會有效管理機構。我們參考社會福利署推行的「最佳執行指引」的建議要求，持續對服務發展及薪酬架構作了檢視。人力資源小組向委員會提出適時的建議，優化人力資源政策及管理，包括：啟動檢視前線員工的薪酬討論及推出新人獎勵計劃，以回應聘請前線員工的困難。幼兒服務方面，我們於2022年9月制定校董會章程，相關章程細則讓校董會有更多的參考性，提升校董會管理六所幼兒學校的管治效能。

我們按相關政策建議定時檢視和進行整筆撥款的優化措施，包括儲備五年推算建議，也為寄存賬戶提出了具體建議等。機構整筆撥款能夠應付常規服務經費，儲備水平穩健。然而，在自負盈虧服務項目中仍需籌募經費，當中，感恩於2022年10月29日舉行全港賣旗日，得到2,349名義工到街上賣旗。街旗籌款雖然受疫情影響，我們靠賴線上形式籌款，共得157萬善款。這些善款將撥於自負盈虧服務項目上，為社區提供更多支援和活動。

長者們參與迪士尼遊樂園。



In July 2022, the Committee organised a retreat to set the direction and strategy for the Organisation's future development. In addition, the two functional sub-committees, "Service Development" and "Human Resources and Finance", continue to assist the Committee to manage the Organisation effectively. We continuously reviewed our service development and remuneration structure as required by the Best Practice Manual issued by the Social Welfare Department. The Human Resources and Finance Sub-Committee made timely recommendations to the Committee to enhance human resources policies and management, including reviewing the remuneration discussions for frontline staff and launching a new incentive scheme to address the difficulties in hiring frontline staff. Regarding Children Services, we formulated the School Management Committee's (SMC's) Constitution in September 2022 to provide the SMC with more reference to enhance its governance effectiveness in managing the six nursery schools.

We regularly review and carry out measures according to the recommendations from the Enhancement of Lump Sum Grant Subvention System, including the five-year reserve projection proposal and specific suggestions for the Holding Account. The Organisation's Lump Sum Grant Subvention can cover the cost of regular services, and the status of reserves is stable. However, there is still a need to raise funds for self-financing services. Thankfully, 2,349 volunteers helped with the Flag Day on 29 October 2022. Although the pandemic affected funds raised by selling flags on the streets, we eventually received donations of \$1.57 million with the aid of online fundraising. These funds will be allocated to self-financing services to provide more support and activities for the community.



幼兒進行體適能活動。

我們非常感謝天父的帶領，讓我們在2022年10月，晉升助理總幹事吳燕卿女士，成為新任總幹事。吳燕卿具有豐富的專業知識和社會服務經驗，我們相信她能夠帶領社會服務處的眾員工，與各服務單位同創新里程。同時，我們感謝前社會服務總幹事劉國華先生過去十四年對機構的忠誠服務，對機構穩步發展所作出的貢獻。

在未來，我們將繼續為社區提供優質的服務和支援，並進一步改善我們的服務質素和效率。我們會持續關注和應對社區的需求和挑戰，確保我們的服務能夠配合時代的轉變。即使社會和環境急速改變和發展，主耶穌永遠是我們的磐石。祝願各人身心靈康健，主恩常偕！

We are very grateful to our Heavenly Father for his guidance in promoting Assistant General Secretary Ms Ng Yin-hing as the new General Secretary for Social Services in November 2022. With her extensive professional knowledge and experience in social services, we are confident that she can lead the Social Services Committee to reach new milestones with all service units. At the same time, we thank Mr. Lau Kwok-wah, former General Secretary for Social Services, for his loyalty to the Organisation over the past 14 years and his contribution to its steady development.

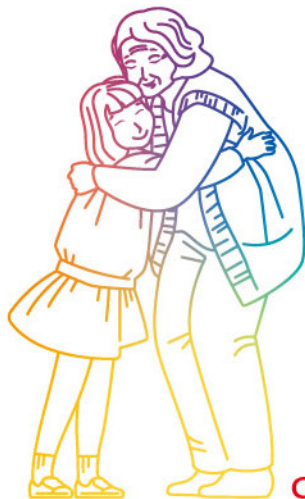
In the future, we will continue to provide quality services and support to the community and further improve the quality and efficiency of our services. We will continue to pay attention to and respond to the needs and challenges of the community to ensure that our services can adapt to the changing times. Even as society and the environment change and evolve rapidly, Jesus will always be our rock. May all of you be healthy in your body and soul with the Lord's everlasting grace!



楷書書法班

社會服務總幹事報告

Report from General Secretary for Social Services



吳燕卿女士
Ms. Ng Yin Hing, Helen

社會服務總幹事
General Secretary for Social Services



心繫長幼 展笑同行

Caring for and Journeying with All Ages with a Smile

感謝神，讓我承擔社會服務總幹事一職。過去一年，各服務中心及幼兒學校全面恢復運作，同工們繼續為服務使用者提供恆常服務。

Thank God for allowing me to assume the post of General Secretary for Social Services. In the past year, service centres and nursery schools resumed full operation, and hence, regular services were provided for service users again.

長者服務方面，機構持續發展全人健康的服務，長者鄰舍中心服務團隊今年繼續聘任護士，協助促進跨專業合作，推展全人健康教育及諮詢服務。團隊繼續與翠樂長者睦鄰中心協作，參與公益金資助的「360全方位長者鄰里健康服務」計劃，健體指導員為長者提供體適能訓練。該計劃還包括足部治療、營養師和物理治療師的專業諮詢服務，讓長者能夠實現自我管理「全人健康」的目標。今年，我們獲得傳德蔭基金的贊助，於四間長者中心推展「『里』好！『疫』不孤單—長者身心復健計劃」，同工動員義工及專業人士，為新冠肺炎康復及體弱的長者提供身心復健運動。

In our elderly services, the development of whole-person healthcare services was carried on, and this year, the service team of Neighbourhood Elderly Centres continued recruiting nurses to help promote interdisciplinary collaboration and holistic health education and consultation services. The team extended their collaboration with the Tsui Lok Good Neighbours Centre for the Elderly in the "360 Neighbourhood Wellness Service for the Elderly", funded by the Community Chest, in which fitness instructors provided fitness training for the elderly. The project also included professional consultation services provided by podiatrists, dietitians and physiotherapists, enabling the elderly to achieve their goal of holistic health self-management. Moreover, we received sponsorship from the Fu Tak lam Foundation this year to launch the "Rehabilitating the elders living alone in the aftermath of the pandemic" at four elderly centres. Volunteers and professionals were mobilised to provide physical and mental rehabilitation exercises for the elderly who are recovering from the infection with COVID-19 and frail.

長者們齊齊做健體運動。



Regarding carer support, the Community Care Service Voucher Scheme for the Elderly continued at Tsui Lok Good Neighbours Centre to support the elderly ageing in place. Riviera Gardens Elderly Learning Centre kept

護老者支援方面，在翠樂中心繼續推行社區照顧服務券計劃，協助長者居家安老。而海濱花園耆學軒則繼續推展「歇息得力護老者中心」，以護老者為本，配合多元健康及支援服務，減輕護老者的壓力，並照顧他們的身心靈需要！

幼兒學校在上半年受限於疫情，雖未能進行全日課程，但能按教育局的課程指引內容，調整日程及教學模式。恢復全日課後，學校為學童提供更多體能和群體生活的機會，協助他們作多方面適應。今年，幼兒學校配合教育局的政策方向，推行中華文化活動，培育學生國民身份認同。本會富山幼兒學校本年度均已通過教育局之質素評核，評估報告內容肯定學校的教學質素及關顧兒童需要。

我們在社會服務委員會的督導下，機構的財務狀況處於健康水平。本年度的財務報表已刊登在年報內。社會服務委員會檢討整筆撥款及儲備運用時，同意繼續發展多專業團隊，以支持長者健康服務的發展，並與機構的服務發展相配合。在疫情過後，我們增聘了短期活動助理，以協助長者鄰舍中心推行服務，為中心全面恢復正常運作做好準備。

本年度機構並未需要動用整筆撥款儲備。至於公積金儲備的運用，機構將繼續按照服務年資調高公積金供款水平的措施。機構會積極實施社會福利署對優化整筆撥款津助制度的檢討建議，並以謹慎的態度處理政府資源。

社會服務委員會定期審視機構的財務、儲備和人力狀況，包括為寄存帳戶提出建議



developing the "REST Carer Center", a carer-oriented service with various health and support services to relieve carers' stress and take care of their physical, mental and spiritual needs!

In the first half of the year, nursery schools' whole-day classes were suspended due to epidemic situations. Teaching schedules and formats were modified according to the Education Bureau's curriculum guidelines. Following the resumption of whole-day classes, more fitness training and social life opportunities were offered to help our children adapt in various aspects. This year, in line with the Education Bureau's policy, our nursery schools organised Chinese cultural activities to cultivate students' national identity. Regarding the Education Bureau's Quality Review, Fu Shan Nursery School passed the review this year, and the report affirmed our teaching quality and care for children's needs.

Under the supervision of the Social Services Committee, our financial status is at a healthy level. This year's financial statement has already been published in the annual report. In reviewing the use of Lump Sum Grant Subvention and reserves, the Social Services Committee agreed to continue establishing a multidisciplinary team for developing elderly healthcare services and to tie up with the service development of the Organisation. After the pandemic, we recruited additional short-term programme assistants to support the Neighbourhood Elderly Centres' service implementation, preparing for the resumption of full operation.

The Organization did not need to draw on the Lump Sum Grant reserve during the year. As for the use of provident fund reserves, we will still increase the provident fund contribution with regard to the length of service. We will enforce the Social Welfare Department's recommendations in the Review Report on the Enhancement of the Lump Sum Grant Subvention System and prudently handle government resources.



和規劃、進行五年財務推算等工作。為了提升溝通和管治效能，社會服務委員在7月舉行了退修會議，並對機構的長遠規劃和發展提出了建議。為應對前線員工招聘困難的問題，人力資源和財務小組也提出了吸引人才的政策建議，並於3月落實執行。同時，我們也正在全面檢討前線員工薪酬政策，預計在下年度實施相應方案。

至於最佳執行指引的實施，機構已經執行了第一組別指引的項目，並部分實施了第二組別指引的項目。我們將定期檢視指引的執行情況，並持續改進機構的管治工作。

機構一向重視與員工的溝通，主管會定期與各個部門舉行會議，並親自到訪各單位，讓同事了解機構的財務和人力政策，特別是整筆撥款和儲備的情況。社會服務委員今年到訪景林長者鄰舍中心及富山幼兒學校，與前線員工和服務對象進行了交流。機構持續加強與員工的溝通，以提升士氣並建立優質的服務團隊。

借此，感謝社會服務委員會主席及各位委員、幼兒學校校董、中心同工、學校教職員及社會服務處各同事，還有服務使用者的關愛同行，同心面對困難，才能跨過逆境。感謝神，靠著祢，「我們曉得萬事都互相效力，叫愛神的人得益處，就是按祂旨意被召的人。」聖經（羅馬書 8:28）。

The Social Services Committee regularly reviews the Organisation's financial, reserve and human resources statuses, including making suggestions and planning for the Holding Account and conducting five-year financial projection. To enhance communication and governance effectiveness, the Social Services Committee held a retreat meeting in July and made recommendations on the Organisation's long-term planning and development. In response to the difficulty of recruiting frontline staff, the Human Resources and Finance Sub-committee also recommended some policies for attracting talent, which were implemented in March. At the same time, we are conducting a comprehensive review of our frontline staff's remuneration policy and expect to implement the corresponding plan next year.

Concerning the implementation of the Best Practice Manual, we have already implemented the Level One Guidelines and partially implemented the Level Two Guidelines. We will regularly review the implementation of the Guidelines and continuously improve our governance.

Communication with our colleagues is significant for our Organisation. Managers regularly meet with departments and visit units to inform colleagues of the Organisation's financial and human resources policies, especially Lump Sum Grant Subvention and reserves. This year, the Social Services Committee members visited the Bradbury King Lam Neighbourhood Elderly Centre and Fu Shan Nursery School to interact with frontline staff and service recipients. We will strengthen staff communication to enhance morale and build a quality service team.

I want to thank the Chairman and members of the Social Services Committee, School Managers of our Nursery Schools, colleagues at the centres, nursery schools and the Social Services office, and service users for their care and solidarity in facing difficulties together to overcome adversity. Thank God that, through You, "And we know that all things work together for good to them that love God, to them who are the called according to his purpose." (Romans 8:28)

幼兒正裝扮成廚師，
製作美味食物。

