

總幹事報告 Chief Executive's Report



李淑慧



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過去一年，本會除了著重針對因疫情而衍生的社會需要提供服務，讓服務使用者及同工盡快適應新常態外，亦積極透過以數據為本的研究成果來策劃機構未來發展，務求以創新及多元的服務，協助服務使用者及社會應對未來的挑戰。

In the past year, apart from providing services in response to the social needs arising from the epidemic for service users and staff to get use to the new normal, the management had been establishing the future development of the agency by proactively utilising data-based research result to provide assistance to the service users and the community to tackle the challenge ahead.

2019冠狀病毒病疫情至今已持續近三年，無可否認對社會生活帶來影響，但同時亦使我們反思及開創新的思維及常態。適逢香港善導會65週年，本會繼續秉持著「轉化作貢獻，多元臻關愛」的精神，積極推陳出新，關愛弱勢社群的需要，扶助服務使用者蛻變轉化，幫助社會走上更廣闊的道路，穩步前行。

The situation of COVID-19 had been volatile for almost 3 years which had undeniably brought us adverse impact, but it also gave us a chance to reflect ourselves and to innovate new normal. While celebrating the 65th anniversary of SRACP, we continue to uphold the spirit of 'innovative mind with a social heart'.



提升行政效率 推動健康工作環境

為加強同工處理日常行政工作的效能，機構運用合適的資源開發新工作流程系統(Workflow System)及人力資源管理系統(GoHRM)，期望採用數碼自動化及快捷的系統方案，讓同工能以更簡單快捷、更符合成本效益的工作方式處理行政工作，尤其是有關財務及人事文件或申請，在疫情下同工需要在家工作時，更見果效，長遠亦能減省同工行政時間。優化後的新系統簡化了日常工作流程，同時也能提高機構在行政管理及服務的效率。

本會十分重視同工的身心健康，致力推動精神健康友善的工作環境。我們除了獲認為「精神健康友善卓越機構」，於去年亦推行針對性措施，包括確定每年舉行推廣員工健康活動日(Agency Health Day)，讓服務單位於每年十月最後一個星期五，按單位同工自己的喜好進行健康相關活動，期望進一步提升本會同工關注身心靈健康。此外，本會管理層透過不同主管平台收集員工對推行心理健康工作間的措施建議，最後亦採納最多同工的建議，經「人力資源委員會」批准給予員工「MeTime」，讓同工每月在工作時間內獲取額外一個鐘休息時間，放下工作進行放鬆運動、小休或是享受屬於自己的時間，為自己尋找生活的樂趣，進一步提升本會同工身心靈健康。

Increasing Efficiency and Creating a Healthy Working Environment

To increase the efficiency of the administrative work, our agency had also allocated resources on the development of Workflow System (a system handling financial applications and documentations) and GoHRM (a system for handling human resources matters) in hope that with the digitalization of central administrative matters, our staff could save their time on handling administrative work by adopting a simpler and more cost-effective workflows for financial and human resources-related matters. With the two enhanced systems, not only was the daily workflow of the agency simpler, but the agency increased enhance productivity and service quality.

The physical and mental health had been our priority that the agency had been creating a mental health-friendly working environment. Being recognised a 'Mental Health Friendly Supreme Organisation', we had implemented specific measures to ensure the mental wellness of our staff including holding Agency Health Day on the last Friday in October every year to promote staff's awareness on health. Our colleagues could do whatever health-related activities according to their own preferences so that their psychological, social, and spiritual health could be further promoted. Furthermore, the management had collected opinions of all levels of staff on the promotion of mental health-friendly working environment through different platforms. In the end, with the approval of Human Resources Committee, the most popular suggestion of granting staff an hour of 'MeTime' during working hours every month for them to have leisure and time for self so that their psychological, social, and spiritual health could be further enhanced.

承蒙香港賽馬會慈善信託基金支持，本會將於今年內開展個案及資源管理系統(Information System for Case and Data Management (IS-CDM))，簡稱Mega System。本會期望透過統一的系統整合服務使用者旅程(user journey)，並集中管理會內外的資源及信息，以提升服務體驗及服務成效。系統設計將由服務使用者的角度出發，數據化服務流程，使他們在日後新常態下能快速且無障礙地獲得更全面的服務資訊和適切的支援；與此同時，系統亦為本會的數據資訊管理提供基礎，以助機構改善服務模式及為未來服務發展帶來啟示。Mega System將會為同工及服務使用者分別構建兩個平台，並通過十二個模組以管理個案和數據，促進各相關持分者的參與。

In light of social changes and the hard-hit of the epidemic in recent years, SRACP was supported by The Hong Kong Jockey Club Charities Trust (HKJCCT) to develop an Information System for Case and Data Management (Mega System) which would be commenced this year. The system was aimed to enhance the effectiveness, efficiency and experience of service through a digital transformation of the user journey and centralisation of agency resources by utilising a centralised information management system, to enable the rehabilitation, recovery and transformation of disadvantaged groups with delinquent and/or deviant behaviour under the New Normal, and establish a foundation for data and information governance for the generation of service wisdom and business intelligence for service growth. The system would be designed based on the perspective of service users; two platforms, a staff portal and a user portal, with twelve modules would be built to facilitate the case and data management as well as stakeholders' engagement.

創新服務 回應社會需要

禁毒教育@模擬法庭2.0

「法治」是香港的核心價值，青少年作為社會的未來主人翁，需要認識司法制度和明白自身的公民責任。提升他們對法治、公民責任等概念的認識和認同，對鞏固他們的正確價值觀尤其重要。本會承蒙禁毒基金贊助，為期兩年的「禁毒教育@模擬法庭2.0」於2021-2023學年舉行。本計劃以禁毒教育為重心，透過模擬法庭比賽及多元化禁毒教育活動，一方面讓青少年在高互動及具趣味性的形式中，加深對法律制度的認識，從中體驗、學習及思考公民責任、法治系統的重要性，另一方面加深學生對毒品的禍害及相關刑事責任的認識，並加強他們的批判性思考及道德判斷能力。此計劃所採用的模擬法庭比賽模式，可讓學生代入法庭內不同的角色，包括控、辯雙方律師、被告、證人等，參與整個法律程序，並嘗試從不同角度探討犯罪行為以及相關社會議題，進一步反思法治與自身和社會的關係。此計劃除了針對全港中學生外，更擴展對象至小學生及大專學生。

Innovation for Social Needs

Beat Drugs@Mock Trial 2.0

“Rule of law” had been one of the core values in Hong Kong. As the pillars of the future society, youngsters needed to understand the judicial system and their civil responsibility. Therefore, enhancing their understanding and recognition of concepts such as rule of law and civil responsibility had been of paramount importance in order to develop positive values. With the support from Beat Drugs Fund, a 2-year project namely ‘Beat Drugs@Mock Trial 2.0’ was launched in a period of between year 2021 and 2023. Anti-drug education would be the core part of this Project. With Mock Trial Competition and diversified activities, the young generation could have a deeper understanding on the judicial system with an experiential learning model to encourage them to reflect on the importance of civic responsibility and rule of law. Furthermore, the Project would deepen students' understanding on the harm of drugs and related criminal responsibilities, as well as develop their ability of critical thinking and moral judgement. The Mock Trial Competition adopted by the Project allowed students to experience the whole process of trial, roleplaying counsels for prosecution and defense, the accused and witnesses and discuss on criminal behaviors and related social issues, as well as to further reflect the relationship between the rule of law and oneself as well as the society. With the sponsorship, the Project did not only serve secondary school students, but also the young generation from primary schools and tertiary institutions.

自在地 • 活出真的你 — 少數族裔青年職涯探索計劃

本港部分少數族裔青年因語言障礙，不僅升學及就業機會受到局限，更成為他們難以向上流動及融入社會的主因。本會承蒙「置地公司 • 家基金」資助，由2021年10月起展開「自在地 • 活出真的你 — 少數族裔青年職涯探索計劃」，透過一連串的學習及體驗活動，包括：記者體驗及訓練活動、同行導師計劃、行業學習與探索活動、職業相關中文課程及職前預備工作坊等，協助就讀中四至中六年級的少數族裔學生及15至29歲即將或已離校並有職涯發展需要的少數族裔青年，提升他們的中文能力及職場技能，探索前路，擴闊職涯發展方向。我們亦會聯繫不同界別的僱主舉辦招聘會，期望能透過多元職涯發展機會及體驗予少數族裔青年，並提升僱主對少數族裔青年的認識及接納度，為有需要的少數族裔青年提供更多工作機會及友善工作環境。

導航計劃 — 精神復元人士過渡支援服務試驗計劃

本會服務精神復元人士多年，於2022年獲社會福利署撥款，設立「導航計劃 — 精神復元人士過渡支援服務試驗計劃」，由社工、職業治療師、護士(精神科)、朋輩支援員及家居指導員組成跨專業團隊，透過個別、小組及外展形式提供服務。採用復元模式及醫社協作為本，為精神復元人士提供跨專業及過渡性支援，促進他們接受適切服務及融入社區。本計劃除了為輪候中途宿舍的人士提供支援，促進他們的社區適應，及對中途宿舍的認知，並協助他們接受中途宿舍服務或融入社區，亦會為提早離舍的服務使用者提供融入社區的支援，並協助他們維持復元的動機。此外，計劃亦會協助已入住中途宿舍36個月以上並面對遷出困難的服務使用者實踐遷出計劃，以讓他們再次融入社區。

Key to Success — Career and Life Planning Project for Ethnic Minority Youth

Some Ethnic Minority (EM) youth in Hong Kong because of the language barrier, experience limited chances for further study and employment, which may affect their upward social mobility and integration into the society. With the support from HOME FUND by Hongkong Land, a project namely 'Key to Success — Career and Life Planning Project for Ethnic Minority Youth' had launched in October 2021, which was aimed at enhancing Chinese language proficiency of EM secondary school students (F.4-F.6) and disadvantaged EM youth in community (aged 15-29), and early engaging them into career and life planning through programmes and activities such as junior community and career reporter programmes, mentorship programmes, career-related Chinese language courses and pre-employment preparation workshops so that they can have more equal opportunities to access education and occupational attainment. We would also liaise with employers from different sectors to hold job fairs so as to provide job opportunities and enabling work environment to EM youth as well as enhance readiness and support of employers towards EM youth which might also positively affect their social mobility and social inclusion.

Lighthouse Project — Pilot Project on Transitional Support Service for Persons in Mental Recovery

With years of experience of serving persons in recovery (PIRs), SRACP had got the support from Social Welfare Department (SWD) to launch a project namely 'Lighthouse Project — Pilot Project on Transitional Support Service for Persons in Mental Recovery'. A multi-disciplinary team, including social worker, occupational therapist, psychiatric nurse, peer supporter and home care worker, was set up to provide individual, group and outreaching intervention service for PIRs. By adopting recovery model with medical-social collaboration, we aimed to provide professional and transitional support to facilitate service users to bridge community support service and reintegrate into the community. Apart from providing support to potential service users of halfway house (HWH), to facilitate their adjustment in the community, to enhance their understanding in HWH living and prepare their admission, or sustain their community living, the project team would also provide support to HWH users who left HWH prematurely on their integration in community living and to maintain their motivation for recovery. Moreover, the project would assist HWH service users who have been residing for over 36 months to be smoothly discharged from HWH and reintegrate into the community.

積極策劃 展望未來

機構發展就如飛機在高空飛翔，我們須訂定清晰目標，才能穩健地翱翔萬里。本會管理層過去透過與執行委員會、各委員會、義務顧問舉行了退修大會，並向各級同事收集建議，訂定了機構2020+5發展方向及策略，並於去年繼續落實計劃。本會透過提供專業社會服務在社會上傳遞希望，服務被邊緣化及被標籤的人，轉化他們成為社區貢獻者，與我們一起建立更包容、多元、關愛、可持續發展的社會。

近年，本會把「正面生活模式」(Good Lives Model)的理念及正向心理學(PERMA+)融會於服務之中，亦於精神健康服務採用「復元模式」(Recovery Model)這類以優勢為本的介入手法，經我們集結服務的智慧後，了解到要構建健康社會不能只是減低社會上潛在的危險因子，而是需要加強個人以至社會的保護性資本。故此，本會以「預防+」為機構2021-24年發展策略主題，並以「健康」作執行藍本，目標為社會構建及加強預防犯罪及建立利社會因素，透過幫助服務使用者建立能保護他們免於法網及精神困擾的資本，包括幫助他們建立健康生活管理習慣、為他們提供價值觀教育、生涯規劃教育等，加強他們生命中的保護性資本，不單能讓他們建立對自我的認同及成就感，還能協助他們建立正面健康的生活模式，遠離罪惡，猶如為社區的健康建立保護屏障，從而達致本會機構使命－協助曾違法人士改過遷善，推展預防犯罪及匡助有需要人士的精神健康，達到機構願景，締造包容而安全的社會。本會亦以下列五項發展重點貫穿2020+5發展策略，緊密配合此發展策略主題以實踐機構發展計劃。

Active Planning for a Better Future

The development of the agency is like an airplane flying high in the sky. Only by setting clear goals could we steadily fly thousands of miles. The Management had organized a retreat with the Members of Executive Committee and Sub-committees and Honorary Consultants and collected opinions from all staff for the establishment of the 'Agency Directives and Strategies of SRACP in 2020+5'. In the past year, we had been implementing the plan and our mission had always been giving hope through professional services and support to the most stigmatised as well as transforming them into the contributors in the community and to join the public to build a more inclusive, diversified, caring and sustainable community.

Recently, Good Lives Model and 9 elements of PERMA+ were applied in our services to help our service users to build the sense of well-being in daily life. Recovery Model, a strength-based intervention, was also applied in mental health service. We had come to a conclusion that to build a healthy society, it was not just to reduce potential risk factors in society, but to strengthen protective capital of the individual as well as the community. To this end, 'Prevention+' was set as our strategic theme to be actualised by 'Health' in year 2021-24 with an aim to increase protective capital for the betterment of ex-offenders and enhance mental wellness of persons in need to educate the public to enhance the level of community immunity through services including education on building healthy lifestyle, traditional values and career and life planning so that they could build their self-recognition by having a positive and healthy lifestyle away from crime and mental distress. It was like giving the community a protective veil to prevent crime and promote mental health that we could achieve our mission by providing quality rehabilitation and multifarious services for the betterment of ex-offenders, for the prevention of crimes and the mental wellness of persons in need in order to contribute to the development of an inclusive and safe society. In a nutshell, 4 strategic plans had been established to accomplish our 'Agency Directives and Strategies of SRACP in 2020+5' and to dovetail the strategic theme of 'Prevention+' under 'Health'.

發展重點(一) — 朋輩服務

本會期望透過全面實踐「朋輩啟能」系統 (P.E.E.R. System)，轉化本會服務使用者的生命。我們希望本會的服務使用者通過系統化的啟導及使能進程，把自身經歷轉化成為正面的資產，並用以服務有需要人士，藉此產生預防的果效，對社會作出貢獻。本會研究及發展部亦將會投放資源研究朋輩服務的「社會投資回報率」及其非線性康復旅程，以實證為本的精神與大眾分享服務使用者生命轉化為社會帶來的效益。

發展重點(二) — 建立社會智能服務模式

社會事件及新冠疫情對香港帶來深遠影響，也使我們反思過往的傳統社會服務模式未必能及時回應因突發狀況所帶來的社會問題。本會於上年度開始運用了創傷知情照顧及抗逆力模型為介入導引，發展社會智能服務模式 — 社會事件服務模型以服務社會事件相關人士，期望以此提升他們的抗逆力，並把自身經歷轉化成力量，對社會作出貢獻。本會同時期望透過服務受社會事件影響人士，能夠收集相關數據，建立社會智力服務模式，日後亦能以此社會智力服務模式應對新型的社會需要，服務新型服務使用者。

發展重點(三) — 建立善導會指標

本會期望透過設立有關預防犯罪的指標，能夠提升公眾市民對有利社會行為傾向的認識，以推動預防犯罪及精神健康的理念，從而達致一個安全而健康的社會。

Strategic Plan (1) — Peer Service

Our agency had been hoping to transform the lives of our users through the comprehensive practice of the “P.E.E.R. System” (Pathway of **E**nlightenment & **E**nabling to th**R**ive) among the agency. Our service users were expected to transform their experiences into positive assets to serve those in need through the systematic process of enlightenment and enablement, thereby producing preventive effects and contributing to the community. Research and Development Division of our agency would also study the ‘social return on investment’ (SROI) of peer services and their non-linear rehabilitation journey so that we could share with the public the benefits of transforming the lives of our service users in an evidence-based approach.

Strategic Plan (2) — Development of social intelligence with database of “up-to-date solutions”

In light of social changes and the hard-hit of the epidemic in recent years, we had been reflecting on the traditional social service model which might not be able to timely respond to social needs arising from a dynamically changing society. In the past year, we had started to adopt a trauma-informed care and resilience model as an approach to develop a Social Intelligence Model for serving social incident (SI) — SI Service Model to serve people affected by social incidents in hope to improve their resilience and transform their own experience into contribution to the community. At the same time, it was hoped that relevant data could be collected to establish a social intelligence service model by serving people affected by social incident that the new model could also respond to dynamic social needs.

Strategic Plan (3) — Development of SRACP’s index

We also target to raise the public’s literacy on pro-social behavior through the establishment of crime prevention indicators so as to promote the concept of crime prevention and mental health to contribute to developing a safer and healthier community.

發展重點(四) — 裝備同工臨床及管理能力

人才對機構長遠發展尤其重要，要推動善導會多元化發展，需要的不單是臨床方面的人才，管理方面的人才同樣重要。本會作為一間社會服務機構，尤其關注員工的多樣性、靈活性及領導才能，期望培養同工成長心態，讓他們有能力回應多變的社會需求，才能堅守善導會踏入六十多年來的使命，繼續推動安全及共融的社會，並且可以透過培養成長心態而開拓更寬闊的發展路向。為此，管理層期望透過確立清晰的目標及訓練時間表，提升整體管理團隊的管治能力，亦讓各階層分階段及有序地參與各種有助推動機構發展的培訓。過去一年，我們為入職的管理層同工提供個人化的培訓，亦有助同工認識更多業界及社會需要，能夠快捷及準確地回應社會需要。與此同時，我們致力透過內部及外間培訓、推動調職安排、促進同工之間的經驗及知識交流等，裝備同工的臨床及管理能力。此外，我們亦安排了具備潛質的同工參與「設計思維」訓練課程，希望推動同工在日常工作中加入「設計思維」以優化服務，提升管理質素。

策略主題一 發展健康相關服務

大眾越來越注重健康，善導會也希望透過協助服務使用者建立健康的生活方式，加強他們的保護性資本，從而減低危害心理健康的危險因素及觸犯法紀的機會。因此，發展健康相關的服務成為了我們四個發展策略以外的策略主題。我們於2021-2022年度策略發展計劃中透過「職員健康週」開展一連串同工自選的健康活動，提升同工對自身健康意識；同時製作內部培訓健康短片及舉辦健康檢查技巧工作坊等，提高職員對開展健康服務的準備。透過舉辦「服務使用者健康週」、撰寫面書「健康星期三」專題帖系列及添置健康檢查器材於各服務單位，提升服務使用者對自身健康生活管理的了解及掌握。

Strategic Plan (4) — Equip colleagues with both clinical and management competencies

Talent is the key pillar underpinning our agency to thrive. To facilitate our diversified service development, we need both clinical and management talents. As a social service agency, the diversity, flexibility and leadership skills of our staff had been of utmost importance. A growth mindset among our staff had to be cultivated so that we could respond to the changing social needs as well as to achieve our mission along the 65 years — promoting a safe and inclusive society. On the other hand, we also hoped our staff could be able to develop a broader life path with the growth mindset. To this end, clear training goals and schedules to allow all levels of staff to participate in various trainings that help to promote the development of the agency were established in a phased and orderly manner. In the past year, we endeavored to equip colleagues with both clinical and management competencies through arranging internal and external trainings, implementing job attachment schemes and facilitating knowledge and experience exchange among colleagues. We also arranged potential colleagues to participate in the Design Thinking training programme, with a view to encouraging colleagues to implement design thinking mindset in their daily work and hence enhance service delivery in the long run.

Strategic Theme — Development of health-related services

People nowadays are becoming more health conscious. In the past year, our agency had been strengthening the protective capital of service users by assisting them in establishing a healthy lifestyle, thereby reducing the risk factors contributing to psychological and mental challenge, and the likelihood of law violating behavior. Under the Society Strategic Plan of 2021-2022, we had launched the “Staff Health Week” with a series of health activities selected by colleagues in enhancing staff health awareness. Occupational Therapists and Nurses had produced internal health training videos, and delivered health check skills laboratories to improve colleagues’ health knowledge and skills to prepare their readiness to deliver health service for the service users. By organising “Service Users Health Week”, launching a series of “Healthy Wednesday” special posts on the Society’s Facebook Page, and installing health check equipment in each service unit, service users’ knowledge and understanding of the healthy lifestyle management had also been enhanced.

以人為本 發展社會房屋

本會多年來深耕細作，為更生人士、精神復元人士及他們的家人提供服務，多年經驗令我們深明住屋問題與更生人士的新生活息息相關，不少更生人士沒有積蓄，出獄時一貧如洗，單身人士若欠缺家人支持，難以承擔高昂租金——他們只能選擇露宿，因而較難找工作及過新生活；或是投靠昔日朋友，因而令走回頭路的機會大增。因此，本會自2017年起營運社會房屋，希望連結社會上各持份者的力量，為有住屋困難的更生人士及弱勢社群，在過渡階段中提供較理想的居住選擇，同時透過不同的活動協助他們提升生活技能和個人能力。

近年香港公屋輪候人數屢創新高，有見及此，本會亦將會「多走一步」，在獲得房屋局批准下，分別於大埔及紅磡興建「組合社會房屋」，合共提供764個居住單位，希望透過推行過渡性房屋為更生人士及弱勢社群提供不同的支援服務，以提升他們的生活質素，培養他們的社區生活能力及讓他們學習為社區貢獻，從而令他們遷出後能順利「過渡」，遷往另一個新的社區定居，如播種一樣把在過渡性房屋居住期間所建立的良好價值傳遍每一個社區。

秉持信念 突顯形象

本會六十五年來一直協助有需要人士康復更生，並致力締造包容而安全的社會。我們由最初只提供更生人士康復服務，延伸至精神健康服務、職業發展服務、少數族裔等不同範疇及對象，為社會上經常被忽視的弱勢社群服務。隨着社會發展，我們除了發展多元服務，更希望獲得大眾的認識和支持，以爭取更多社會資源，讓更多人與善導會及服務使用者同行。我和全會同工深信，不論環境好壞，只要給予適當的關愛和輔助，弱勢社群必定能轉化成社會的資本，為社會作出貢獻，因此在未來的日子，我與同工將會繼續不畏風雨，以專業態度推動社會共融，心存同理地為在社會不被接納或被忽視的人士提供多元化的服務，並透過重塑機構的新形象，為大眾帶來更鮮明的印象，令他們認識善導會的服務及服務對象的需要，消除誤解與偏見，擁抱多元共融的理念，走向更多個十年，為弱勢社群建立一個更包容、關愛及可持續發展的社會，讓他們能自在地融入社群、重建對社會的歸屬感，以達致「轉化作貢獻，多元臻關愛」的精神。

Development of Social Housing in response to Users' Needs

Over the years, we had been striving to provide services for the ex-offenders, PIRs and their families. Years of experience let us know that housing issues would greatly affect our service user's rehabilitation journey. Without the support of family members, it was difficult for our service users to afford high rents — they could only choose to sleep on the streets, which was harder for them to find a job and live a new life; or would they rely on their 'old friends', that would increase their chance of relapsing into criminal behavior. Therefore, we had been operating social housing since 2017, hoping to connect various stakeholders in the community to provide better living environment for our users and disadvantaged groups with housing difficulties so that they could also improve their life skills in the social housing.

The number of people queuing for public housing in Hong Kong had been hitting new highs in recent years. In view of this, we also took one step further to set up 'modular social housing' in Tai Po and Hung Hom to provide 764 bed spaces with the approval of Housing Bureau. We hoped that the transitional housing could provide diversified support services to the users to enhance their quality of life, as well as to cultivate their independence and empower them as a contributor in the community so that they could do the good deeds in any other living communities after moving out from the transitional housing.

Uphold the Spirit for Building our Image

Our agency had been offering service for the rehabilitation of people in need and to contribute to an inclusive and safe society. From rehabilitation service for ex-offenders to mental health service, employment development service and service for EM, we had been serving the marginalised disadvantaged groups. Apart from developing diversified services, it had always been our mission to strive for more social resources as well as to gain the public's support to the disadvantaged group we had been serving so that more people could walk with our service users. My colleagues and I had always been believing that as long as we helped our users with love and care, they would always be able to transform into the capital of the society. Hence, we would continue to uphold professionalism to promote inclusivity for excluded people by providing innovative services and understanding support, as well as to kick-start our rebrand to let the public know more about our agency — also the needs of our users. I hoped that the you could walk with us in the future years, join us to build the disadvantaged groups a more inclusive, caring and sustainable society they could belong so as to achieve the spirit of 'innovation mind with a social heart'.