



李淑慧

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善導會作為在香港深耕超過六十年的社會服務機構，一直秉持「自在共融」的理念，與社會中那些容易被忽視或不被接納的人同行。憑著同理心與關懷，我們堅定地支持每一位服務使用者，幫助他們重拾自我價值、重建社區歸屬感，並自在地融入社會。

此時此刻，面對日新月異的社會環境與科技發展，以及日益多元化的社會需求，我衷心感謝政府、商界夥伴和社區友好一直與善導會攜手合作，持續回應社會的多元需要，共同推動社會穩健進步，為建設一個包容、安全及充滿希望的社區一起貢獻力量。

SideBySide has been deeply rooted in Hong Kong for over six decades as a social service organisation, steadfastly upholding the value of "everyone deserves to belong" by walking side by side with marginalized or excluded people. With the understanding and unwavering support we provided, every service user is encouraged to rediscover their self-worth, rebuild their sense of belonging, and integrate into society with confidence.

In this ever-changing social and technological landscape, and amid increasingly diverse community needs, I would like to this opportunity to extend my heartfelt gratitude to the government, business partners, and community friends for working hand in hand with SideBySide. Together, we continue to respond to society's multifaceted needs, driving steady progress and contributing to the creation of an inclusive, safe, and hopeful community.



從「2020+5」到「2025+5」推動共融新時代

過去一年對善導會而言，是承先啟後、乘勢前行的重要一年。我們一方面延續「2020+5策略發展計劃」的成果，讓既有的根基更為穩固；另一方面，亦正式啟動「2025+5策略發展計劃」，以嶄新的視野與決心，為機構未來五年的成長開創藍圖。「2025+5策略發展計劃」不僅是一份策略，更是我們服務信念的實踐。它以BASE為核心架構－品牌（Branding）、人工智能（Artificial Intelligence）、服務組合（Service Portfolio）及員工發展（Employee），代表著我們所著重的是社會對善導會的信任、我們擁抱創新的能力、我們以社會效益、實證為本的服務設計，以及我們最珍貴的資產——同工。這四個策略發展方向，就像四條穩健的軌道，支撐著善導會這列邁向未來的列車，讓我們可以在變化萬千的社會環境中繼續承載服務使用者穩步前行。

紮根五年成果啟動共融未來

「2020+5策略發展計劃」為機構建立了穩固基礎，亦為未來的「2025+5策略發展計劃」提供了方向，迎接當前充滿挑戰和經濟轉型的社會環境，發揮善導會的優勢，與社會一起同創未來。以下四項「2020+5策略發展計劃」策略重點工作，已分別納入機構服務當中。

第一項策略重點「朋輩服務」已在不同單位及服務中落地實踐。對許多曾經跌倒、受挫或迷失方向的人而言，真正能走進他們心裡的，不是說教或指引，而是一個懂得他們經歷、願意並肩同行的人。我們深信「同路人」的力量最能啟發改變－無論是在更生康復、精神健康還是生涯規劃領域，朋輩角色不僅是陪伴者，更是轉化的種子。在未來的發展中，善導會將持續深化朋輩支援網絡，讓更多擁有相似經歷的人彼此連結、互相扶持，成為推動社區復元與社會共融的核心力量。

From “2020+5” to “2025+5”: Advancing a New Era of Inclusion

The past year marked a pivotal moment for SideBySide – a year of continuity and forward momentum. We consolidated the achievements of the 2020+5 Strategic Plan while officially launching the 2025+5 Strategic Plan, charting a bold blueprint for the next five years. This plan is not merely a strategy; it is the embodiment of our service philosophy. Built on the BASE framework – **B**randing, **A**rtificial Intelligence, **S**ervice Portfolio, and **E**mployee – it reflects our commitment to trust, innovation, evidence-based service design, and our most valuable asset: our people. These four strategic pillars form the tracks that will carry SideBySide forward, enabling us to navigate a dynamic social environment while supporting service users on their journey.

Five Years of Foundations: Opening the Door to an Inclusive Future

The 2020+5 Strategic Plan laid a solid foundation and provided direction for the 2025+5 Strategic Plan, equipping us to meet today's challenges and economic transformation. Four key initiatives have been successfully integrated into our services:

Strategic Plan (1) – Peer Service

For those who have stumbled or lost their way, true understanding comes not from instruction but from someone who shares their experience and walks beside them. We believe in the transformative power of “companions on the journey” – whether in rehabilitation, mental health, or career planning. Peer supporters are not just companions; they are catalysts for change. We will continue to strengthen peer networks, enabling individuals with shared experiences to connect and support one another, becoming a driving force for community recovery and social inclusion.



第二項策略重點「建立社會服務智能服務模式」也取得進展。「創傷知情照顧」及「抗逆力模型」現已全面融入日常服務流程與工作文化，成為支持服務使用者的重要基礎。我們持續營造支持性、以優勢為本的環境，協助受創傷影響的人士回應其獨特需求，並促進長期康復與韌性建立。透過將創傷知情原則深植於日常實踐，我們建立了一個富同理心的服務及硬件配套框架，讓員工在日常工作中自然展現這種理念。同時，機構亦持續推動跨專業協作與學習的平台，匯聚臨床督導主任、社工、臨床心理學家等專業力量，培訓同事能靈活應對複雜的服務者需要，使員工能在瞬息萬變的社會環境中保持敏銳、有效回應，並將創新思維融入日常服務。

第三項策略重點「建立善導會指標」，標誌著我們邁向以數據與研究支撐服務的重要一步。近年網絡詐騙愈趨猖獗，弱勢社群更易受害。善導會將繼續與香港城市大學合作，透過研究與分析，探索早期識別與介入的方法，建立預防及支援機制。我們並已將成果轉化為社區教育與受害者支援服務，走進校園與社區，提升防騙意識。這不僅是保護個人的行動，更是重建信任、凝聚社區韌性的承諾，讓每個人都能在更安全、更有保障的環境中成長。

第四項策略重點「裝備同工臨床及管理能力」，是推動機構持續成長的關鍵。我們深信專業與人心並重，唯有裝備好前線同工與領導團隊，才能讓服務更具深度與溫度。善導會持續加強臨床督導及領導力培訓，培育具策略思維與靈活應變的專業團隊。同工不僅學習技巧，更學習如何以同理心與判斷力回應服務使用者的需要。我們期望每位「善導人」都能成為變革的推動者，攜手建立一個專業、有愛與敢於創新的團隊文化。

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

The Trauma-Informed Care and Resilience Model is now fully embedded into our daily service processes and organisational culture, forming a vital foundation for supporting service users. We continue to foster a supportive, strengths-based environment that helps individuals affected by trauma address their unique needs and promotes long-term recovery and resilience. By integrating trauma-informed principles into everyday practice, we have established an empathetic framework for both services and physical settings, enabling staff to naturally embody these values in their work. At the same time, the organisation continues to advance cross-disciplinary collaboration and learning platforms, bringing together clinical supervisors, social workers, and clinical psychologists. This equips colleagues to respond flexibly to complex client needs, remain agile in a rapidly changing social landscape, and embed innovative thinking into everyday service delivery.

Strategic Plan (3) – Development of SideBySide's index

We are committed to evidence-based services supported by research. In response to the growing threat of online scams, which disproportionately affect vulnerable groups, we continue to collaborate with City University of Hong Kong to develop early detection and intervention strategies. These findings have been translated into community education and victim support services, reinforcing trust and resilience across society.

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

Professionalism and empathy go hand in hand. By equipping frontline staff and leaders with advanced skills, we ensure services are both effective and compassionate. Through clinical supervision and leadership training, we nurture a team that combines strategic thinking with adaptability, fostering a culture of professionalism, care, and innovation.



而策略主題－發展健康相關服務「預防+」現已全面融入我們的工作，以在服務中持續推動健康生活管理模式。與失眠相關的小組已成為宿舍服務的常規活動，幫助服務使用者提升睡眠健康意識，並將持續與多所大學展開研究合作，深化專業基礎。我們亦將高強度間歇訓練等運動相關先導計劃轉化為日常活動，並訂立「機構健康日」，積極在機構內培養健康文化，讓「預防」不再只是口號，而是每位員工與服務使用者共同實踐的生活方式。

過去五年，我們也進行了「品牌革新」工作，強化了善導會的使命與價值，提升社會認知與信任；同時，我們邁出了數據驅動決策的重要一步，推出「個案及數據管理信息系統（Mega System）」，此平台將整合個案及會員的紀錄與服務歷程，讓數據成為同工的助力，亦讓管理層能夠以數據為本，作出更有根據、更精準的服務決策。這不僅是一個數位轉型的項目，更是我們實踐『2020+5發展策略』的核心行動，推動服務模式革新、提升專業效能，並為未來建立更具韌性與智能的社會服務奠定基礎。

凝聚「善導人」開啟「2025+5」新里程

承接「2020+5策略發展計劃」，「2025+5策略發展計劃」旨在讓每一位「善導人」－無論是委員、捐助者、合作夥伴、僱主、服務使用者、義工或同工，都能在善導會這個大家庭中找到歸屬、成長與同行的力量。我們將透過以下四大策略方向，持續深化「自在共融」的願景。

Strategic Theme – Development of health-related services

Developing health-related services under “Prevention+” – is embedded in our work, driving the ongoing promotion of healthy lifestyle management within our services. Sleep-related groups have become a regular activity in our residential services, helping service users to improve awareness of sleep health, and we will continue to collaborate with academics on research projects to strengthen our professional foundation. We have also transformed pilot initiatives such as high-intensity interval training into routine activities and regularised “Agency Health Day” to actively foster a culture of wellness within the organisation. This ensures that “prevention” is no longer just a slogan, but a shared way of life for every staff member and service user.

Over the past five years, we have also undertaken a comprehensive rebranding reinforcing the mission and values of SideBySide, and enhancing public recognition and trust. At the same time, we have taken a major step towards data-driven decision-making with the launch of the Mega System. This platform will integrate case and membership records with service histories, enabling data to become a powerful tool for frontline staff and allowing management to make more evidence-based, precise service decisions. This is not merely a digital transformation project but also a core action in delivering our Strategic Plan 2025+5 – driving service model innovation, strengthening professional effectiveness, and laying the foundation for a more resilient and intelligent social service in the future.

Uniting “SideBySide People”: Embarking on the “2025+5” Journey

Building on past achievements, the 2025+5 Strategic Plan aims to create a sense of belonging and shared purpose for everyone connected to SideBySide – board members, donors, partners, employers, service users, volunteers, and staff. Our value of “everyone deserves to belong” will be advanced through four strategic plans as below.



Branding品牌：共建信任與認同

品牌不僅是標誌與口號，更是機構價值的體現和與社會連結的橋樑，承載著社會對善導會的信任。我們的目標是讓善導會成為香港社會中具高度辨識度與信任度的社福機構，讓公眾在提及「善導會」時，聯想到的是專業、誠信、創新與共融。

為此，我們正積極推動品牌內化工作，期望九成以上員工能準確理解並傳達品牌基因，包括使命、願景、價值觀、語調及差異化定位。這不僅是溝通技巧的培訓，更是文化認同的建構，讓每位員工都能成為品牌的代言人。

在外部推廣方面，我們將透過社交媒體、網站及傳媒平台的策略性運用，倍增品牌曝光率，並以故事化內容呈現機構的服務成果與人本精神。同時，我們積極拓展合作網絡，目標是與超過一百個新夥伴（包括非政府組織、地區團體、企業及顧問）建立長期合作關係，共同推動社會創新與資源整合。

在資源動員方面，我們將以品牌影響力為基礎，推動捐款金額的倍增，涵蓋定期捐款、一次性捐款及群眾募資等多元渠道，讓更多市民能夠參與並支持我們的工作，成為「自在共融」價值的同行者。

Artificial Intelligence人工智能：以科技釋放雙手

在數位時代，人工智能不僅是技術工具，更是策略思維的延伸。我們期望透過人工智能驅動機構轉型，釋放雙手、解放時間、提升效率與促進成效，讓同工能夠專注於更具價值的工作層面。

我們將推動人工智能技術在各單位的應用。同時，透過人工智能的洞察力，我們能更準確地掌握服務對象的需要，優化服務設計，並提升整體社會影響力。

Branding: Building Trust and Recognition

Branding is more than a logo or slogan. It is the embodiment of our values and the bridge that connects us to the community. Our goal is to establish SideBySide as a recognizable and trusted organization in Hong Kong, one that is synonymous with professionalism, integrity, innovation, and inclusion.

To achieve this, we are actively promoting internal brand alignment, aiming for over 90% of staff to accurately understand and communicate our brand DNA, including our mission, vision, values, tone, and differentiators. This is not merely a communications exercise, but a cultural initiative that empowers every staff to become an ambassador of our brand.

Externally, we will strategically leverage social media, our website, and media platforms to double our brand visibility, using storytelling to highlight our service impact and human-centered approach. We are also expanding our partnership network, with a goal of establishing long-term collaborations with over 100 new partners, including NGOs, community groups, corporations, and consultants, to drive social innovation and resource integration.

In terms of resource mobilization, we will harness brand influence to double our fundraising income across multiple channels, including monthly donations, one-off contributions, and crowdfunding. This will enable more people to support and participate in our mission, becoming co-creators of our value of "everyone deserves to belong".

Artificial Intelligence: Empowering Through Technology

In the digital age, artificial intelligence is not just a tool, it is an extension of strategic thinking. We aim to enhance organizational efficiency and impact by optimizing human resource utilization through AI-driven transformation. This will allow our staff to focus on work that delivers greater value.

We will implement AI technologies across units. Through AI-driven insights, we can better understand the needs of our service users, optimize service design, and amplify our social impact.



為確保技術應用的普及與安全，我們將全面提升員工的數位素養，推動跨部門的數位培訓計劃，讓各層級員工都能有效運用科技工具，並建立資訊安全文化，保障機構的數據資產與營運穩定性。

人工智能的導入，並非取代人力，而是釋放潛能，讓我們更有效地推動「自在共融」的價值。

Service Portfolio服務組合：創新與永續的同行

我們的服務不僅著眼於當下的需要，更關注長遠的社會影響與可持續性。在「服務組合」策略下，我們目標是引領機構服務邁向更具影響力與永續發展，創立有效果和深遠的服務。

我們將建立以數據為本的影響力與成效指標，透過量化分析，確保所有服務均與機構使命一致，並具備可衡量的社會效益。這不僅提升問責性，更有助於向公眾、資助機構及服務使用者展示我們的價值。

我們將優化決策及資源分配，聚焦於以犯罪作為公共衛生議題的高影響力服務，確保財務與營運的長期穩定性，並推動社會整體的正向改變。

我們深信，真正具影響力的服務，源於對社會結構的深刻洞察與創新應對。因此，我們將持續評估並優化服務組合，致力於前瞻性地掌握社會需求的演變，甚至積極塑造未來的需求，從而為建構更具包容性的社會作出實質貢獻。

To ensure widespread and secure adoption, we will invest in digital literacy across all levels of the agency, launching cross-departmental training programs to empower staff with the skills to use technology effectively. We will also strengthen our cybersecurity culture to safeguard agency data and ensure operational resilience.

AI is not a replacement for human effort, it is a catalyst for unlocking potential. Through its integration, we can more effectively realize our people-centered service philosophy and advance our value of "everyone deserves to belong".

Service Portfolio: Innovation and Sustainability

Our services are not only designed to meet immediate needs, they are built to generate long-term social impact and sustainability. Under "Service Portfolio", our goal is to steer our services to achieve the largest impacts with sustainability.

Data-driven metrics will be established to measure impact and cost-effectiveness, ensuring that all services align with our mission and deliver measurable social value. This enhances accountability and enables us to communicate our value to the public, funders, and service users.

Decision-making and resource allocation will be optimised by focusing on high-impact services that address crime as a public health issue, ensuring long-term financial and operational sustainability, and driving positive change across society.

We firmly believe that truly impactful services stem from a deep understanding of social structures and innovative responses. Therefore, we will continue to evaluate and enhance our service portfolios, striving to proactively anticipate evolving needs – and even shape future ones – so as to make meaningful contributions toward building a more inclusive society.



承蒙民政青年事務局的信任和支持，我們將發展三項新計劃，展現了我們在青年發展領域的創新動能：

With the trust and support of the Home and Youth Affairs Bureau, we will launch three new initiatives, showcasing our innovative momentum in the field of youth development

1) 「創勢代2.0」計劃

「創勢代2.0」計劃自2025年4月起獲得民政及青年事務局及青年發展委員會的「青年發展基金」轄下「民青局粵港澳大灣區青年創業資助計劃」資助。此計劃旨在啟發弱勢青年的創業精神，培育實踐能力，並商業化初創點子，幫助他們認清方向、突破限制、提升自我價值。計劃提供多元化創業服務，包括創業支援、資助和同行服務，今屆的創業起動資金高達四十萬港元。透過此計劃，我們期望不僅能改變弱勢青年的生活，還能培育一批青年創業家，進一步提升善導會的品牌形象和影響力。通過積極的社會影響，善導會將定位為香港社區發展和青年賦權的重要參與者。

1) "Startup Generation 2.0"

"Startup Generation 2.0" has received funding from the Youth Development Fund – Youth Entrepreneurship in the Guangdong-Hong Kong-Macao Greater Bay Area, under the Home Affairs and Youth Affairs Bureau and the Youth Development Commission, starting in April 2025. The project aims to inspire the entrepreneurial spirit of disadvantaged youth, cultivate their practical skills, and commercialize their startup ideas. It assists participants in identifying their direction, overcoming limitations, enhancing their self-worth, and developing their careers. We offer a diverse range of entrepreneurial services, including business support, funding, and mentoring. This year, the startup funding has reached an impressive HKD400,000. Through this initiative, we aspire to transform the lives of disadvantaged youth and nurture a new generation of young entrepreneurs, thereby enhancing the brand image and influence of SideBySide. By promoting positive social impact, SideBySide seeks to establish itself as a key player in community development and youth empowerment in Hong Kong.

2) 模擬法庭@正向思維

「模擬法庭·公義教育」計劃踏入第19年，並再度獲得「民青局青年正向思維活動資助計劃（2025-27）」撥款資助，於2025年7月正式開展為期兩年的「模擬法庭@正向思維」計劃，預期服務超過4,600名12至39歲的青年。計劃續以「模擬法庭」為核心，輔以多元化活動，讓青年親身體驗法治精神，增強守法意識。本期計劃更加入家長參與元素，鼓勵家長與青年一同經歷，促進親子關係，減少青年犯罪誘因。透過這些正向的互動，能夠培養青年更積極的思維方式，為他們的未來奠定更穩固的基礎。

2) Mock Trial@Positive Thinking

Entering its 19th year, the Mock Trial Justice Education project has once again received support from the HYAB Funding Scheme for Youth Positive Thinking Activities (2025-27), securing a HK\$2.32 million grant for the two-year Mock Trial@Positive Thinking Project. Launching in July 2025, the project will engage over 4,600 young people aged 12 to 39. The project continues to adopt "Mock Trial" as its core approach, complemented by diverse activities to immerse young people in the spirit of the rule of law and strengthen their awareness of law-abiding behaviour. This cycle introduces parental engagement, encouraging parents to share the journey with adolescents. This collaborative participation fosters stronger family relationships and helps reduce the risk of youth delinquency. Through these positive interactions, we aim to nurture a more proactive mindset among young people, laying a solid foundation for their futures.



3) 「伴你啟航－青年生涯規劃發展」

承蒙「民青局賽馬會青年生涯規劃計劃(2025-28)」支持，「伴你啟航－青年生涯規劃發展」獲得逾港幣790萬元資助，於2025年9月正式展開，為期三年，服務對象涵蓋來自11間中學及群育學校的逾2,600名中學生及其老師與家長。計劃透過多元化的生涯發展活動及個人化的生涯輔導，協助學生建立新關係、創造新經歷、建構新身份，從而提升生涯適應力，減低偏差行為的風險。

在善導會，我們相信服務不只是回應需要，而是引領轉化；不只是提供支援，而是啟動可能——每一項服務設計、每一次跨界合作，都是我們為社會注入改變力量的契機。

Employee員工發展：成就團隊、成就未來

員工是機構最核心的力量。我們深信一支具信心、能力與價值觀一致的員工能夠建立「勇於創新·敢於承擔」的團隊文化，推動機構持續影響力，實踐「自在共融」的價值。

我們期望策略發展團隊成員於2025年第四季或之前具備推動變革的能力，成為真正的變革推動者。這包括變革管理技巧培訓以及跨部門協作能力等，讓團隊能夠在策略轉型中發揮主動性與創造力。

3) Sail with You – Youth Career Life Development

Sail with You – Youth Career Life Development is a 3-year initiative funded by a HK\$7.9 million grant from the HYAB JC Scheme for Youth Life Planning (2025-28). Launching in September 2025, the project will serve over 2,600 students from 11 secondary schools and schools for social development. It aims to empower young people to explore their values, strengths, and aspirations while equipping them with essential skills for future success.

Grounded in the Youth Development and Intervention Framework by CLAP@JC, the program integrates diverse career and life development activities with individualised support using narrative practices and a strength-based approach. Through this initiative, students will gain practical knowledge, hands-on experience, and opportunities to build new relationships, create new experiences and shape new identities – enhancing their career adaptability, fostering positive personal growth and reducing the risk of deviant behaviours.

At SideBySide, we believe that services are not merely about meeting needs, but about driving transformation; not just providing support, but unlocking possibilities – every service design and every cross-sector collaboration is an opportunity to inject the power of change into society.

Employee Development: Building Teams, Building Futures

Employees are the organisation's most vital strength. We firmly believe that a confident, capable workforce aligned with our values can foster a team culture of 'Bold Innovation · Responsible Action', driving sustained impact and realising the value of "everyone deserves to belong".

We aim for members of the strategic plan team to acquire change leadership skills by the fourth quarter of 2025, becoming true agents of transformation. This includes training in change management and cross-departmental collaboration, enabling the team to act proactively and creatively during strategic transitions.



各中層員工將於2026年第一季或之前獲得充分資訊與資源，推動員工對「2025+5」策略計劃的認同與參與，並在日常工作中落實策略方向。至2026年第二季，我們期望達至七成五員工具備接受並適應策略轉型所需的信心與能力，真正成為機構文化轉型的推動者與實踐者。

我們將持續投資於人才發展，建立清晰的職涯路徑與學習平台，讓每位員工都能在善導會找到成長的空間與貢獻的價值，共同推動一個「自在共融」的社會。

攜手築夢，共創自在共融的未來

我謹在此衷心感謝過去一年每一位同工的專業投入、每一位合作夥伴的信任支持，以及每一位服務使用者的參與。你們的努力與信念，讓「自在共融」不只是口號，而是一股持續在社區中流轉的溫暖。

未來，善導會將繼續以創新為翼、以關懷為心，推動善導會成為香港社會值得信賴的同行者。讓我們攜手前行，在改變與希望的交匯點上，為社會繪出更具溫度與可能的未來。

By the first quarter of 2026, mid-level staff will have access to sufficient information and resources to promote understanding and engagement with the '2025+5' Strategic Plan, embedding its directions into daily work. By the second quarter of 2026, we expect 75% of employees to possess the confidence and capability to embrace and adapt to organisational transformation, becoming drivers and practitioners of cultural change.

We will continue to invest in talent development, establishing clear career pathways and learning platforms so that every employee can find space to grow and contribute meaningfully at SideBySide, working together to advance a society where 'everyone deserves to belong'.

Together for an Inclusive Future

I extend my sincere gratitude to every colleague for their dedication, every partner for their trust, and every service user for their engagement. Your efforts make "everyone deserves to belong" more than a slogan – it is a warm, enduring presence in our community. Looking ahead, SideBySide will continue to innovate with care at its heart, striving to be a trusted companion in social welfare sector. Let us move forward together, shaping a future rich in warmth and possibility.