

機構簡介

About Us

香港善導會(前稱釋囚協助會)創立於一九五七年,為政府認可的註冊慈善團體。早年由於經費短缺,工作人員皆以義務性質為主。惟經過兩年之全力以赴經營,本會工作漸受社會人士重視。由一九五九年起,本會獲得政府財政支持,刑釋人員康復工作由此全面展開。一九六六年九月二十三日,本會正式註冊為非牟利有限公司,每年主要的經費皆由政府資助。

我們透過不同服務單位提供優質康復及多元化服務,以協助涉嫌觸犯法紀、曾違法及刑滿釋放的香港居民康復更生,並提供社區教育、預防犯罪及精神健康服務予社會大眾。服務種類包括個人和家庭輔導、宿舍、康樂、法院社工、職業培訓、就業安置、精神健康服務、社區教育和義工活動等。

本會是香港社會服務聯會及香港公益金的會員。

The Society of Rehabilitation and Crime Prevention, Hong Kong (SRACP), formerly known as The Hong Kong Discharged Prisoners' Aid Society, is a government recognised charitable organisation established in 1957. Because of limited financial resources at early stage, most of the staff at that time was voluntary part-time workers. With the dedication and perseverance, the work of the Society gradually came to be recognised and valued by the public. In 1959 the Society received its first government subvention and since then yearly subvention has been granted to sustain the rehabilitation service for offenders and discharged prisoners. The Society was incorporated as a non-profit making limited company under the Companies Ordinance on 23 September 1966.

Through service units, SRACP provides quality rehabilitation and multifarious services for residents of HKSAR, who are charged with criminal offense, have been convicted of crimes, or released from correctional institutions; as well as to provide community education, mental health service and crime prevention programmes for the general public of Hong Kong. Our services include individual and family counselling, hostels, recreation, court social work, vocational training and employment, mental health service, community education and volunteer programmes, etc.

The Society is a member of the Hong Kong Council of Social Service and the Community Chest of Hong Kong.

願景 Vision

致力締造包容而安全的社會,並成為一所有聲望的社會服務機構。

A renowned organisation contributing to the development of an inclusive and safe society.

使命 Mission

香港善導會提供優質康復及多元化的服務,以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。

SRACP exists to provide quality rehabilitation and multifarious services for the betterment of ex-offenders, for the prevention of crimes and the mental wellness of persons in need.

核心價值 Core Values

專業精神為基礎,追求卓越齊學習
相互尊重顯關懷,夥伴合作創佳績

Professionalism (Pursuing excellence with a learning culture)
Caring (Treating people with respect)
Partnership (Working well together to achieve common goals)

主席獻辭

Chairperson's Message



自前年本會按照「機構改進計劃」全面重整服務及行政架構以來，同類服務單位之間的服务整合與協調，明顯較過往分區為本的安排具有優勢。在新的架構下，整體服務的改進與強化，新計劃的策劃及拓展，比以往更快落實，例如本會更生康復服務即將推出的「服務資料及數據統一電腦系統」(簡稱 ORSIS)，是本會服務進入數碼化年代的重要工程，將來社會工作員不管在何時何地，均能透過機構提供的手提裝置，進行個案記錄輸入及資料處理等工作。這項工作的完成，相比過往同類工作更快捷準確。

更生人士服務是本會最重要的核心業務，但隨著監獄人口遞減，刑滿獲釋人士數目亦按年減少。面對這環境趨勢，本會七間以提供更生人士個案輔導服務為主的社會服務中心去年已積極調整工作策略，除透過舉辦各類活動在監獄內接觸行將釋放的更生人士外，亦將焦點轉移到在社區生活了一段時間的更生人士，透過朋輩支援工作人員的介入，識別有需要的服務受眾，轉介到社會服務中心尋求協助。除善用資源接觸在社區生活的服務受眾外，本會亦將全面檢視社會服務中心的運作模式，個別服務單位或會進行合併，重組位置與佈局，例如建議香港康樂中心合併於香港社會服務中心等。

前年，本會執行委員會舉辦退修營，就著人力資源管理制度及社會企業發展兩項主要課題作深入討論。因應討論的結果，在人力資源管理制度方面，去年本會除全面檢討各職級薪酬幅度及架構外，亦引入表現為本的人力資源管理概念，重新編訂績效評核表及改進績效評核流程，希望能鼓勵員工作出卓越表現，吸引優秀人士加入本會，為未來的服務發展及改革作好準備。

Following the recommendations of Agency Enhancement Project (AEP) for reintegration of services and organisational structure initiated two years ago, units of similar services have been revamped for closer collaboration as compared to the former region-based structure. The overall service enhancement, planning and execution of new projects could be formulated more promptly under the new structure. For instance, our Offender Rehabilitation Service is going to pilot a centralised service information and data management system, namely Offender Rehabilitation of Service Integrated System (ORSIS), which marks the milestone of the Society in entering a new era of digitalization. Our social workers would be equipped with mobile device for inputting data of service activities and case recording anytime and anywhere, that would help them to compile service statistics more timely and accurate than before.

Offender rehabilitation is being the core service of the Society. Nonetheless, the prison population is declining and the number of discharged prisoners is dropping year by year. In coping with the trend, the seven Social Service Centres (SSC) that originally focused in providing casework counselling for ex-offenders have attuned their modes of service delivery last year. Apart from organising various programmes within correctional institutions for prisoners at pre-release stage, more attention are made for discharged prisoners who have lived in the community for some period of time. Peer supporters would be involved to approach those individuals in need and referral would be made for SSC services. Other than that, the Society is prepared to conduct comprehensive review on the service delivery model of SSC and also the feasibility of merger or re-provisioning of specific service units, such as merging Hong Kong Recreation Centre with Hong Kong Social Service Centre.

Human resource management system and social enterprise development were two main themes with considerable discussion in a retreat of our Executive Committee a year ago. Following the decisions, the Society has undertaken vigorous review on the salary range and grading of all posts last year. Embraced with the new idea of pay-for-performance, staff appraisal forms and performance assessment mechanism would be revamped, which aims to attract, motivate and

社會企業方面，本會繼續作出多方面嘗試。明朗服務有限公司(簡稱明朗)的韓廚麵餐廳過去三年的營運充滿挑戰，但在本會各委員的大力支持下，餐廳將會續租兩年，在原址重新裝修後，以嶄新形式繼續營運。開業難，守業更不容易，企業精神就是要排除萬難，承擔風險，向目標邁進。社會企業項目的發展，已不單只為更生人士或精神復元人士提供就業機會，而是一種銳意改革，以創新精神面對社會問題的重要策略。透過策劃及營運社企項目，衝擊傳統社福機構的思維模式，激發同工更多創意想像，以創新及另類手法，解決服務使用者所面對的困境。去年，本會的精神健康服務成功獲得社會福利署創業展才能計劃撥款，推行一項嶄新的室內水耕種植計劃。這是本會第一項以精神復元人士為主要對象的社會企業計劃，而其他專為精神復元人士而成立的社企計劃，亦將陸續有來。我相信在明朗之外，本會很快會成立第二間專為服務精神復元人士而設的社企公司。

自「整筆過撥款制度」推行以來，社福機構的服務項目漸趨多元化。本會工作雖仍以更生服務為中心，但過去十多年精神健康服務及預防犯罪工作已成為本會服務的兩條主要支柱。隨著大量的非政府津助服務計劃的開展與推行，本會服務對象及工作焦點亦漸趨多元化，例如經過十年營運，本會的「水銀星三號」深入愛滋病及血液傳染病預防教育及支援計劃，已成為愛滋病信託基金所支持的最大型教育服務。本會歷年從各項基金獲得資源，特別為少數族裔進行戒毒教育及治療服務，至今已有約十名少數族裔員工在有關計劃工作。此外，本會的職業發展服務在牆內牆外開辦形形色色的就業培訓課程，服務對象已遍及其他有就業需要人士。精神健康服務方面，本會的兩所社區綜合精神健康服務中心亦涵蓋沒有刑事背景的精神復元人士。

直至去年為止，社會福利署的恆常津助已跌至佔本會整體收入的77%。本會財政逐漸減少對政府的依賴，意味非傳統服務對象的比例日

retain a high-calibre workforce to prepare for service development and reform of the Society in the future.

The Society's social enterprise (SE), Bright Services Company Limited (BS) has endeavoured to advance further. Despite Chef's Noodle of BS encountered numerous challenges in the past three years, with the staunch support of our committee members, a two-year tenancy would be renewed and the restaurant would be renovated with new business strategy. Starting up a business is not easy but it is more difficult for its sustainability. The Society would uphold entrepreneurship spirit in overcoming obstacles with persistence and perseverance. The development and operation of our SE projects would not only provide employment opportunities to ex-offenders and people in recovery, but also a strategy of our Society to actualise social innovation for substantial impact. Running SE projects would inspire thinking out of the box of conventional social services, catalise creativity of our staff to generate innovative solutions in dealing with difficulties and problems faced by our service users. In last year, our Mental Health Service (MHS) secured seed capital from the "Enhancing Employment of People with Disabilities through Small Enterprise" Project of Social Welfare Department (SWD) to pioneer an indoor Hydroponic Farm, which would be the first SE project of the Society primarily for people in recovery. I believe the Society's second SE company after BS will be established soon.

Since the inception of "Lump Sum Grant Subvention System", more diversified programmes are provided by social service organisations. In furtherance of the core services for ex-offenders, our mental health and crime prevention services have become the two major service pillars of the Society over years. In parallel, the Society has initiated a wide variety of non-subvented projects for diverse target groups, for instance, Mercury III – Intensive Support and Prevention Programme for AIDS and Blood-Borne Diseases (Mercury III) has been operating for ten years and now become the largest educational programme supported by AIDS Trust Fund. Over the past years, the Society has acquired grants to provide tailor-made drug rehabilitation and support services for ethnic minority (EM) community. Currently, about ten EM staff are employed under the respective projects. In addition, our Employment Development Service operates a series of vocational training programmes for prison inmates, ex-offenders, and also persons with employment needs from the general public. For MHS, we have operated two Integrated Community Centres for Mental Wellness (ICCMW) also to serve people without criminal history.

By last year, the overall percentage of recurrent subvention from SWD dropped to 77% of the Society's total income. The diminishing ratio reflected our decreasing reliance on government subvention with rising proportion of non-traditional clientele. In essence, apart from the



總幹事報告

Chief Executive's Report

過去一年，在服務為本的框架下，不同的服務檢討既有的工作模式，手法與理念，亦探索服務所產生的社會效益等。善導會一直以更生服務為主，在重犯風險及康復需要評估以外，服務之間的協作、流程及最終目標亦是檢討範圍。精神健康服務方面，經過去幾年同工就復元模式的深入學習及探討後，各服務單位已全面推行以復元理念為基礎的介入手法。中央行政方面，績效為本的人力資源管理制度的籌備是去年最主要的核心工作。

更生服務

過去一年本會積極承授懲教署各項院所內囚人士服務，當中包括在青少年及成人院所內提供各類型的小組活動，與香港大學合作評估接受小組服務以後成年在囚人士在犯罪風險方面的轉變等。

根據過去研究，閒暇管理是成年更生人士最大風險的重犯因素，如何拓展康復服務的成效是本會過去一年其中一項主要的檢討工作。本會現正部署將位處灣仔私廈樓上的香港康樂中心與在同區的香港社會服務中心合併，希望能帶出協同效應，強化兩所中心的服務效益。

「短期租金津貼計劃」在本會更生人士住宿服務方面擔當輔助保底的角色，但由於補助金額偏低，未能進入本會宿舍的更生人士只能租住類似劏房的籠屋，居住環境十分不理想，以致近年短期租金津貼計劃的使用率持續下降。本會現正嘗試以類似社會企業「光房」的概念，接觸有興趣的業主，讓本會為他們的單位進行簡單裝修，然後讓更生人士入住，一方面業主的單位得以被翻新，另一方面更生人士的住所環境得以改善。本會現正與其他有心人聯絡，提

Over the year, under the service-oriented organization framework, different services were reviewing their existing work models, approaches, concepts as well as the social impact that they might create. Offender rehabilitation has been the core service of the Society. Apart from risk and need assessment of reconviction, synergy among service units, work procedures and objectives were dimensions under review.

Regarding Mental Health Service (MHS), after years of in-depth training on Recovery Approach, all MHS service units have been adopting practices based on Recovery concepts and ideas. Besides, preparation for Performance-Based Human Resource System (PBHRS) was the main focus of work central administration of the Society last year.

Offender Rehabilitation

The Society actively bided projects of the Correctional Services Department (CSD) in last year. These projects included organising a variety of group activities for youths and adults in prisons; a collaboration project with the University of Hong Kong aiming at evaluating the effectiveness of rehabilitation programmes in reducing reconviction of adult prisoners etc.

According to previous studies, the most prominent risk factor to reconviction of adult ex-offenders was management of leisure time, that we have regarded as one of the key issues in enhancing the effectiveness of offender rehabilitation service last year. The Society is preparing to merge Hong Kong Recreation Centre, which is located at a private building in Wanchai, with Hong Kong Social Service Centre in the same district. We believe the merger will create synergy and strengthen the service effectiveness of both centres.

To meet the accommodation needs of ex-offenders, who do not live in our hostels, subsidies have been provided under the "Short-term Rental Assistance (SRA) Scheme for Discharged Prisoners Programme" to rent bed places in private market. Nonetheless, due to the nominal subsidy level, newly discharged clients could only afford living in cubicles or subdivided units with undesirable conditions, thus the utilisation rate of the SRA scheme dropped continually in recent years. Inspired by the social enterprise "Light Home Scheme",

漸增加。這個趨勢反映本會的服務已非完全集中於更生康復、預防犯罪及精神健康服務，而是從這三類服務的推行中，就著服務使用者及其他相關高危人士的需要，演化出各類型的服務，惠及其他有需要的社群。服務對象的多元化，對包括本會的眾多社福機構而言已是大勢所趨，但本會仍將以服務更生人士為最核心的業務，貫徹本會最初成立的宗旨。

一如過往，本會工作的順利推行，有賴各方的大力支持及配合。在過去一年，我們成功承授香港懲教署數個服務項目，當中包括為小欖精神病治療中心提供職業治療服務。社會福利署仍是本會最大的津助來源，對社區綜合精神健康服務中心的資助亦按年增加，其他的主要資助組織，包括愛滋病信託基金會委員會、香港賽馬會慈善信託基金、香港公益金、禁毒基金、社區投資共享基金、恒生銀行、廣正心嚴慈善基金、香港律師會、曾紀華獎學金、凱瑟克基金、創業展才能基金、攜手扶弱基金、「伙伴倡自強」社區協作計劃等，均對本會各項計劃提供資源，讓本會的服務更趨多元化。

會務固然繁多，若沒有一班投入盡心的委員，會務工作實難以順利推行。委員們不但投入時間，也作出不少金錢上的支持，在這裏我特別多謝本會副贊助人李銜麟博士，太平紳士，他對社企計劃韓廚麵的傾力支持，大家是有目共睹的。而謝華淵、若瑟資深大律師資助綠洲計劃樂隊購置樂器，我亦深表感激。最後我也要多謝一班無私奉獻的義工及在服務崗位上默默耕耘的同工，多謝他們在過去一年的努力與辛勞。

李銜良
Patrick Li

three main streams of services such as offender rehabilitation, crime prevention and mental health, the Society has been initiating new services in meeting the changing needs of service users and related at-risk individuals. While drift to a diversified clientele is a general trend of most of the non-governmental organisations in Hong Kong, the Society would continue to focus on its core services for ex-offenders according to its vision and mission since its establishment.

We are deeply grateful to the strenuous support and co-operation from all stakeholders which enabled the smooth running of our works. The Society has been awarded several service projects by the Correctional Services Department (CSD) through competitive bidding in last year, including the Occupational Therapy Service at Siu Lam Psychiatric Centre. SWD is still the largest source of subventions for the Society with additional resources to ICCMW year by year. Besides, the Society offered a wide spectrum of service through multiple projects supported by various funders, including The AIDS Trust Fund, The Hong Kong Jockey Club Charities Trust, The Community Chest of Hong Kong, Beat Drugs Fund, The Community Investment & Inclusion Fund, Hang Seng Bank, MaMa Charitable Foundation Limited, The Law Society of Hong Kong, Chan Kee Hwa Scholarship, Keswick Foundation Limited, Partnership Fund for the Disadvantaged, Enhancing Self-Reliance Through District Partnership Programme, etc.

The Society's work would not be running smoothly if not having the zealous support of our committee members who contributed not only their invaluable time but also generous donation. I would take this opportunity to express my profound appreciation to the generous support from the Vice-Patron, Dr. Alan LEE Yuk-lun, JP on financing the Chef's Noodle SE Project. And Mr. Joseph TSE Wah-yuen, SC in acquiring new musical instruments for our OASIS band. Last but not the least, I would thank very much all our devoted volunteers and staff members for their dedication and hard work during the year.

供簡單裝修支援和費用。

特別為更生人士個案服務而編寫的 ORSIS 系統已大致完成。ORSIS 系統的建立，標誌着本會社會工作服務的資訊系統，即將進入一個無紙化的數碼時代，所有服務數據處理及記錄，均可在線上平台，或以手提裝置遠端進行。隨着服務數據處理及儲存數碼化，服務的評估研究，資料分析，將會更容易進行，進一步改善服務的設計，產出最大的服務效益，而同工及主管亦可省卻不少資料處理的時間。

預防犯罪服務

「模擬法庭公義教育計劃」去年獲香港律師會、廣正心嚴慈善基金及曾紀華獎學金贊助。本會每年要籌集約百多萬元資金進行模擬法庭大賽計劃，但計劃經過八年的拓展，已成為本會一個預防犯罪教育的品牌計劃。而本會亦將繼續營辦這一項極具意義的預防犯罪教育活動。

香港的少數族裔濫藥問題不容忽視。本會過去幾年開拓不同的少數族裔預防濫藥計劃，成功在少數族裔社群中建立網絡，亦獲得族群領袖及有關團體負責人的信任，為族群中有需要的人士提供戒毒及預防濫藥服務。今年本會再獲禁毒基金支持，推行兩項專為非華裔人士而設的預防濫藥及戒毒服務。其中一項名位「午夜南光」的計劃，透過由族群人士擔任的朋輩支援工作員，在夜間進行外展工作，接觸在油尖旺區有需要的少數族裔服務對象。兩項計劃共獲得約七百萬元撥款，讓本會的少數族裔預防濫藥工作日漸擴大，亦逐漸成為業界其中一個主要的有關服務提供機構。

「水銀星三號 - 愛滋病及血液傳染病預防計劃」開展至今已踏入第十年。到目前為止，本會已成為愛滋病信託基金其中一個最主要提供愛滋病教育的接受資助機構。「水銀星三號計劃」透過健康教育接觸服用美沙酮人士、性工作者及其顧客，減低更生人士及濫藥人士感染有關疾病的風險。近年，男性性工作者亦包括在接觸之列。

the Society is working on a similar project by inviting funders and interested parties to support and carry out minor renovation of the premises of private landlords, who will then be obliged to rent places to SRA clients for a certain period.

Development of the tailor-made Offender Rehabilitation of Service Integration System (ORSIS) is in the final stage. The ORSIS system signifies the digitalization of the Society's casework service administration, all service data recording and compilation could be done via online electronic platform or by using designated mobile devices. The centralised database and paperless filing of service records would expedite analysis of service needs, trends and development directions, as well as to relieve the workload of our colleagues and supervisors in data processing.

Crime Prevention Service

Last year, Mock Trial - Justice Education Project (Mock Trial) was being funded by the Law Society of Hong Kong, MaMa Charitable Foundation Limited and Chan Kee Hwa Scholarship. Mock Trial has been running over eight years that becomes a signature crime prevention project of the Society. We would strive to raise fund to allocate an annual budget of about HK\$1 million for continuation of this meaningful project.

In response to the alarming trend of drug abuse amongst Ethnic Minority (EM) population in Hong Kong, the Society has piloted a number of anti-drug programmes in past few years. Having built up the network and rapport with EM groups and their leaders, we gained their trust in providing culturally sensitive drug treatment and rehabilitation support services for EM substance abusers. This year, we continued to secure funding from Beat Drugs Fund to run two new projects mainly serving EM community, one of them being with Project Midnight Southray, which would recruit peer supporters to outreach at-risk EM youths in Yau Tsim Mong district at night. Riding on the two new projects with approximately HK\$7 million grant, the Society would further strengthen its services for the EM community, and has gradually become one of the key EM service providers in the field.

Mercury III - Intensive Support and Prevention Programme for AIDS and Blood-Borne Disease (Mercury III) has been running for ten years, and becomes a key project funded by AIDS Trust Fund. Through delivery of health education to methadone recipients, sex workers and their customers, the project aims to prevent AIDS and blood-borne disease infection to ex-offenders and drug abusers. And male sex workers have been approached in recent years and benefited from the project as well.

精神健康服務

本會的精神健康服務已全線採納以復元模式為本的介入手法。除了為各個單位的前線同工提供有關復元理念及介入手法的培訓外，亦第一次舉辦一個名為「夢想飛翔」的跨單位大型復元慶祝活動，讓服務使用者領略到人人皆有潛能，縱使曾經患病，或是仍在康復中，都應以正向的態度面對生活，認清自己的潛能，重塑人生方向，而精神健康工作者則扮演促進者的角色，在協助康復者管理病況之餘，亦引導他們重建自信，邁向人生目標。

經過多年的探討研究，本會最終決定以水耕栽種士多啤梨及蔬菜作為精神健康服務的第一個社會企業項目。這個社企項目將選址在天水圍109區本會社區精神健康綜合服務中心朗澄坊側的同樓層單位內。這個社企項目已獲得社會福利署創業展才能計劃撥款約二百萬元，預計聘請五位精神復元人士為兼職僱員，打理場內的水耕植物。該計劃預計在2016年底開始營運。

本會的龍澄坊及朗澄坊均駐有職業治療師為服務使用者提供服務。在本年，我們成功承投為懲教署小欖精神病治療中心的在囚人士提供職業治療服務，並計劃在精神健康服務轄下成立獨立部門，以統籌會內外的職業治療服務，達致最佳人力資源運用。

職業服務及社會企業

在獲得社會福利署批准下，本會利用早年賣旗所得善款，加上本會的儲備基金（非整筆過撥款儲備），在沙田火炭區購買一處工廈物業，作為本會職業發展服務其中一個辦事處，及本會社企明朗服務有限公司（簡稱明朗）永久辦事處之用。由於業主租金按年調整，明朗過去經常搬遷辦事處，造成不少困難。明朗需向本會繳交租金，但永久辦事處的成立對公司的穩定發展有正面的作用。

明朗營運韓廚麵餐廳至今已三年。雖然經營充滿挑戰，本會對韓廚麵依然充滿信心。除續租

Mental Health Service

The Society has adopted the Recovery approach in all units of MHS. In addition to providing training on concepts and intervention approaches of Recovery Model to frontline staff from different units, we have organised the first cross-units Recovery Celebration Programme for our MHS service users who have recovered from mental illness or were still in the course of recovery, with an aim to unleash their potential and to address life challenges and directions with positive energy. Interventions of our colleagues would not only help service users to cope with their mental illness, but re-gaining their self-esteem to attain desired goals in life.

After years of preparation, the Society has set up its first social enterprise project under MHS supplying strawberries and hydroponic vegetables. The Hydroponic Farm would be located at the premises next to the Integrated Community Centre for Mental Wellness (ICCMW), Placidity Place of the Society in Area 109 of Tin Shui Wai. This project has received around 2 million funding from the Enhancing Employment of People with Disabilities through Small Enterprise Project of Social Welfare Department and five people in recovery would be hired as part-time staff to run the farm. This project is scheduled for operation before the end of 2016.

The two ICCMWs of the Society, Vitality Place and Placidity Place, have been manned with Occupational Therapist to provide occupational therapy services. This year, we have succeeded in bidding project of CSD to provide occupational therapy service for the prisoners of Siu Lam Psychiatric Centre. For optimal use of human resources, the Occupational Therapy Service would be re-structured as separate unit under MHS and to extend its professional services to other clientele of the Society.

Employment Service and Social Enterprise

With approval of the Social Welfare Department, the Society used the idle proceeds of flag days in early years plus additional fund allocated from the Society's own reserve (non-Lump Sum Grant Fund) to purchase an industrial premises at Fo Tan, Shatin, which would be used as one of the sub-office of Employment Development Service (EDS), and it would also be rented by Bright Services Co. Ltd (BS) as its permanent office. The Society believe that this move would facilitate the stable development of BS by minimising hassles of frequent office removal due to increasing rent.

Chef's Noodle of BS has been in operation for over three years. Despite the challenges encountered, the Society is fully confident for its sustainability. With the generous support from our Vice-Patron, Dr. Alan LEE Yuk-lun, Chef's Noodle would renew a two-year tenancy and be renovated in August this year. By turning into a BBQ restaurant,

兩年外，在本會副贊助人李鏊麟博士，太平紳士的大力支持下，韓廚麵計劃於今年八月重新裝修，加入韓燒為主要賣點，希望能加強晚市生意，使餐廳的經營盡早達致自負盈虧，繼續為年青更生人士及其他弱勢社群，提供餐飲業的就業機會。此外，明朗的中央食品工場亦與不同公司機構，商談生意合作。中央食品工場的充分使用，不但能開拓更多的就業崗位，對公司的財務穩定，亦大有幫助。

本會的職業發展服務今年再度獲恒生銀行支持，延續恒生青年創業計劃於 2015-2017 年度的服務。由於年青人創業熱誠日益高漲，政府亦設立基金鼓勵青少年人創業。故此本會的職業發展服務亦以此為目標，發掘社會資源，為年輕的更生人士及高危社羣，提供更多創業培訓，協助他們達成創業目標。

機構事務

人力資源政策是每所機構的重要政策範疇。依據去年完成的「機構改進計劃」(AEP)，本會在去年全面檢視各職級崗位的職責說明、進行職位評值及依據社聯的非政府機構薪酬調查報告及市場薪酬數據，全面理順各職位的職級架構和薪酬幅度，同時引入表現為本的绩效管理及薪酬調整機制，目的是吸引具工作能力人士加入本會，保留優質員工，善用資源，獎勵表現卓越的員工，為現有的制度拆牆鬆綁，使本會的人力資源制度更合情理、更具彈性，以切合機構發展的需要，發揮鼓勵作用，為服務使用者提供更優質的服務。此外，本會的績效管理制度，將引入更透明及客觀的評審機制，讓同工的表现得到更公平公正的考核。整套「表現為本」的人力資源制度於去年拍板制定，由 2016 年起逐步施行。

本會年前成立的善導培訓中心，將更生康復服務的經驗透過舉辦工作坊與業內同工分享，亦積極參與海外相關機構交流，國內的督導培訓、研討會議及服務成效評審工作等，一方面讓同工擴闊視野，另一方面吸收外地經驗知識、

more sale revenue dinner business would be expected to enable the restaurant to reach breakeven of the restaurant in the near future, and BS would continue to provide employment opportunities for young ex-offenders and the underprivileged in the food and beverage industry. Furthermore, BS has been working with different potential business partners for optimal utilization of its central kitchen, which would not only create more jobs, but also stabilise the financial conditions of the company.

With the continuous support from the Hang Seng Bank, EDS acquired HK\$3 million funding in running the Hang Seng Youth Entrepreneurship Scheme in year 2015-2017. To address the rising demand of young entrepreneurs, the Government has provided funding to assist young people in starting up their own business. By virtue of this trend, EDS has initiated to explore different resources from the community in providing more entrepreneurship training to young ex-offenders and at-risk youths.

Corporate Administration

Human resource (HR) strategy is among the top corporate agenda items of every organisation. Following the recommendations of the Agency Enhancement Project (AEP), we have carried out comprehensive exercises in reviewing job description, conducting job evaluation and setting up new job grade and salary structure for all posts. The new salary ranges were established with reference to the Annual Salary Survey for NGOs of The Hong Kong Council of Social Services (HKCSS) and market salary data. Particularly, new performance management system and salary increase mechanism were being proposed to cultivate performing culture of the Society. Under Performance Based HR System (PBHRS), the Society would have greater flexibility in talent acquisition and retention to cope with the changing needs and development of the organisation, as well as to provide high quality services to our service users. In addition, more transparent and objective assessment would be adopted to enhance the impartiality and authenticity of performance appraisal. The new PBHRS was endorsed last year and would be implemented by phase from year 2016 onwards.

SRACP Training Centre was set up a year ago. We have offered workshops and sharing sessions to disseminate our offender rehabilitation experience and practice with practitioners in the field. We also organised seminars, clinical supervision and consultancy services to NGOs in Mainland China, and conducted exchange programmes with related overseas institutes, which widened the horizon of our colleagues, and enrich their overseas experience and knowledge in pursuit of professional excellence. The Society also strengthened the manpower of its research team this year. More research studies would be conducted and annual research bulletin would be published to

強化專業效能。今年開始亦加強研究及發展部團隊，進行更多研究，籌辦每年出版刊物，發表研究結果，為本地更生服務建立地方智慧，總結及承傳經驗。

服務推廣及機構形象建立，對爭取社會大眾支持、資助組織對本會服務的了解及認同，至為重要。本會機構傳訊部去年主動邀約傳媒，進行各種類型的訪問及報導，次數明顯較以往為多。年內機構傳訊部亦負責兩項主要籌款活動，包括去年 11 月舉辦的第三屆的甦 Walk 慈善行山賽，及在今年四月第一次舉辦的高爾夫球慈善比賽。兩項活動為本會籌得超過七十二萬元善款，以支持各類非政府資助的創新及試驗性服務。

善導會已服務香港社會 59 年，接受非社署資助的服務比例，按年增加至去年佔本會整體收入約四份之一，反映本會的服務發展正不斷回應服務使用者的轉變訴求，也反映本會的服務必須面向各類型的資助機構，不同背景的捐助者，尋求他們的認同與支持，才能成就本會的可持續發展，為更生人士、精神復元人士及其他弱勢社群，提供優質且具成效的服務。



吳宏增
Andy NG Wang-tsang

capitalise our accumulated experience and wisdom in local offender rehabilitation.

Service promotion and corporate image building are crucial to gain the awareness of the Society's services, and support from the general public and funders. To increase publicity of the Society, the Corporate Communications Division (CCD) has invited different media for more frequent interviews and coverage than before. Two major fund raising events were organised by CCD during the year, which included the 3rd Charity Walk in November 2015 and the first Charity Golf in April 2016. More than HK\$0.72 million were raised to support development of new and innovative non-subsided services.

The Society has been serving the Hong Kong community for 59 years, the proportion of non-SWD subvention has been rising to almost 1/4 of the total income of the Society over years, which reflects the Society's service development strives to meet the ever-changing needs of service users by securing financial support from various funding organizations and individuals, and to continue delivering high quality services and effective to ex-offenders, people in recovery and the underprivileged.

委員會名單

(截至 2016 年 3 月 31 日)

List of Committees (as at 31 March 2016)

**贊助人
Patron** 終審法院馬道立首席法官, GBM
The Hon. Chief Justice Geoffrey MA, GBM
Chief Justice of the Court of Final Appeal

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Mr. Steve LAU Hon-wah, SBS, BBS, CStJ, JP
曾文能先生
Mr. John CHAN Boon-ning
李鑾麟博士, JP
Dr. LEE Yuk-lun, JP

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President** 彭鍵基先生, SBS
Mr. PANG Kin-kee, SBS

**副會長
Vice-Presidents** 陳樹鏞律師, SBS, JP
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Mr. HO Sai-chu, GBM, GBS, JP
湯寶臣法官
The Hon. Mr. Justice Louis TONG
張建宗先生, GBS, JP
The Hon. Matthew CHEUNG Kin-chung, GBS, JP
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Ms. Carol YIP Man-kuen, JP
單日堅先生, SBS²
Mr. SIN Yat-kin, SBS²
邱子昭先生, CSDSM¹
Mr. YAU Chi-chiu, CSDSM¹

**核數師
Auditor** 范陳會計師行
Fan, Chan & Co.

**義務法律顧問
Hon. Legal Advisor** 陳倚文律師
Ms. Ada Y.M. CHAN

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政府部門代表 Government Observer	林偉光先生 (懲教署) Mr. LAM Wai-kwong (CSD)

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委員 Members	郭樺明先生 Mr. Bernard KWOK Wah-ming 麥漢成先生 Mr. Dennis MAK Hon-shing 汪耀誠會計師 Mr. Simon WONG Yiu-shing

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委員 Members	陳慧艾女士 Ms. Myra CHAN Wai-ngai 陳慧蕊律師 Ms. Anne CHEN Wai-yui 范凱傑大律師 ¹ Mr. Alex FAN Hoi-kit, Barrister-at-law ¹ 許龍杰醫生 ¹ Dr. HUI Lung-kit ¹ 李宛璉律師 ¹ Ms. Katherine LEE Yuen-lin ¹ 梁永鏗律師, JP ¹ Dr. Vitus LEUNG Wing-hang, JP ¹ 李萌大律師 Ms. Ming LIE, Barrister-at-law

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副主席 Vice-Chairperson	郭樺明先生 ¹ Mr. Bernard KWOK Wah-ming ¹
委員 Members	歐栢青校長, JP Mr. Romeo AU Pak-ching, JP 陳偉道先生 Mr. CHAN Wai-to 黎鑑棠先生 Mr. LAI Kam-tong 李慶年總裁判官 Chief Magistrate Clement LEE Hing-nin 麥漢成先生 Mr. Dennis MAK Hon-shing

精神健康服務委員會 Mental Health Service Committee	
主席 Chairperson	沈秉韶醫生, BBS, JP Dr. Patrick P.S. SHUM, BBS, JP
委員 Members	趙雨龍博士 ² Dr. Marcus Y.L. CHIU ² 許龍杰醫生 ¹ Dr. HUI Lung-kit ¹ 劉永成律師 Mr. Denis W.S. LAU 盧陳清泉女士 Mrs. LU CHAN Ching-chuen 吳兆文博士 Dr. NG Siu-man

服務發展委員會 Service Development Committee	
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副主席 Vice-Chairperson	盧陳清泉女士 ¹ Mrs. LU CHAN Ching-chuen ¹
委員 Members	歐栢青校長, JP Mr. Romeo AU Pak-ching, JP 張復熾醫生 Dr. Eric CHEUNG Fuk-chi 崔永康教授 Prof. Eric CHUI Wing-hong 許淑嫻博士 Dr. Judy HUI Shuk-han 葛倩兒土地審裁處暫委法官 Ms. Angela KOT Sin-yee, Deputy Presiding Officer 杜浩成區域法院暫委法官 Deputy District Judge Joseph TO Ho-shing 黃國輝裁判官 Magistrate Raymond WONG Kwok-fai

職員名單

(截至 2016 年 3 月 31 日)

Staff List (as at 31 March 2016)

總幹事	Chief Executive
吳宏增先生	Mr. Andy NG Wang-tsang
副總幹事	Deputy Chief Executive
李淑慧女士	Ms. Anthea LEE Shuk-wai
高級經理	Senior Manager
區美儀女士	Ms. Stella AU Mei-yee
陳俊佳先生	Mr. Dennis CHAN Chun-kai
高惠琴女士	Ms. Priscilla KO Wai-kam
李冠美女士	Ms. May LEE Koon-mei
梁慧貞女士	Ms. Cressida LEUNG Wai-ching
吳柱剛先生	Mr. Morgan NG Chu-kong
伍苑貞女士	Ms. Willis NG Yuen-ching
杜國森先生	Mr. Sam TO Kwok-sum
阮倩雅女士*	Ms. Gloria YUEN Sin-nga
財務經理	Financial Manager
馬麗貞女士	Ms. Candy MA Lai-ching
人力資源及行政經理	Human Resources & Administration Manager
蔡美玉女士	Ms. Joann TSOI May-yuk
經理	Manager
陳凱欣女士*	Ms. Joyce CHAN Hoi-yan
林仰珠女士	Ms. Christine LAM Yeung-chu
羅錦富先生*	Mr. James LO Kam-fu
助理機構傳訊經理	Assistant Corporate Communications Manager
張玲女士	Ms. John CHEUNG Ling
臨床心理學家	Clinical Psychologist
廖承輝先生	Mr. Andrew LIU Shing-fai
職業治療師	Occupational Therapist
陳嘉琪女士	Ms. Maggie CHAN Ka-ki
資訊科技督導主任	Information Technology Supervisor
陸偉昇先生	Mr. Edwin LUK Wai-sing
督導主任	Supervisor
陳健權先生	Mr. Eric CHAN Kin-kuen
陳佩琮女士	Ms. Angela CHAN Pui-king
鍾珮慧女士	Ms. Katherine CHUNG Pui-wai
方富輝先生	Mr. Steve FONG Fu-fai
馮穎芬女士*	Ms. Josephine FUNG Wing-fun
何卓儀女士	Ms. Priscilla HO Cheuk-yee
葉文潔女士	Ms. IP Man-kit
關明慧女士	Ms. Cindy KWAN Ming-wai
林秀妍女士*	Ms. Lydia LAM Sau-yin
劉慕妍女士	Ms. Venus LAU Mo-yin
劉紹鴻先生*	Mr. Roy LAU Shiu-hung

莫綺蘭女士	Ms. MOK Yi-lan
莫婉芝女士*	Ms. Amy MOK Yuen-chi
彭紹梅女士	Ms. Rowena PANG Siu-mui
辛偉雄先生*	Mr. Sunny SUN Wai-hung
司徒杰先生	Mr. Ronald SZETO Kit-sang
謝紀良先生	Mr. Tom TSE Kei-leung
黃露明女士	Ms. WONG Lo-ming

臨床督導主任	Clinical Supervisor
趙穎敏女士*	Ms. CHIU Wing-man
葉志威先生*	Mr. IP Chi-wai
麥琪敏女士	Ms. Lydia MAK Kay-mun

單位主管	Officer-in-charge
陳志銘先生	Mr. Ross CHAN Che-ming
陳淑芳女士	Ms. Joey CHAN Shuk-fong
麥頌揚先生	Mr. MAK Chung-yeung

計劃主管	Project-in-charge
陳詠芝女士	Ms. Gigi CHAN Wing-chi
趙詩敏女士	Ms. Kimmy CHIU Sze-man
劉健宗先生	Mr. Angus LAU Kin-chung
顏永剛先生	Mr. Ken NGAN Wing-kong
鄧浩輝先生	Mr. Daniel TANG Ho-fai
曾兆聰先生	Mr. Kerin TSANG Siu-chung
王禮賢先生	Mr. Anthony WONG Lai-yin
黃文珊女士	Ms. Ruby WONG Man-shan

社會工作員	Social Worker
陳澤輝先生	Mr. Jack CHAN Chak-fai
陳駿傑先生	Mr. Eric CHAN Chun-kit
陳俊生先生	Mr. CHAN Chun-sang
陳海敏女士	Ms. Carrie CHAN Hoi-man
陳嘉俊先生	Mr. Chris CHAN Ka-chun
陳嘉怡女士	Ms. Tammy CHAN Ka-yee
陳錦霞女士	Ms. Esther CHAN Kam-ha
陳麗珊女士	Ms. CHAN Lai-shan
陳濤廣先生	Mr. Jason CHAN To-kwong
陳偉忠先生	Mr. Ivan CHAN Wai-chung
陳偉成先生*	Mr. CHAN Wai-shing
陳英傑先生	Mr. Karl CHAN Ying-kit
陳耀麟先生	Mr. Simon CHAN Yiu-lun
陳裕景先生	Mr. Keith CHAN Yu-king
鄭錦民先生	Mr. Dickens CHENG Kam-man
張峰先生	Mr. Nick CHEUNG Fung
張美蘭女士	Ms. CHEUNG Mei-lan
張榕方女士	Ms. Fion CHEUNG Yung-fong
趙敏思女士	Ms. Marcella CHIU Man-sze
蔡鴻女士	Ms. Avis CHOI Hung
莊浚榮先生	Mr. Johnson CHONG Tsun-san
周懿德女士	Ms. Nicole CHOW Yi-tak
朱翠霞女士	Ms. Cherry CHU Chui-ha
朱浩華先生	Mr. CHU Ho-wa
樊嘉興先生	Mr. FAN Ka-hing
傅卓盈女士	Ms. Rachel FU Cheuk-ying
何肖鳳女士	Ms. Sarah HO Chiu-fung

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Chairperson	Mr. Samuel WONG Chat-chor, Barrister-at-law
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	Ms. Helen KUN Yun-fong
	李鳳琴女士
	Ms. Valerie LEE
	麥漢成先生
	Mr. Dennis MAK Hon-shing
	汪耀誠會計師
	Mr. Simon WONG Yiu-shing
	葉振東先生
	Mr. Justin YIP Chun-tung

機構改進計劃督導委員會³ Steering Committee on Agency Enhancement Project (AEP)³

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Chairperson	The Hon. Mr. Justice Patrick LI
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Vice-Chairperson	Mr. Bernard KWOK Wah-ming
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Members	Prof. Eric CHUI Wing-hong
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	Mr. LAI Kam-tong

義務顧問 (法院社工服務) Honorary Consultant (Court Social Work Service)

梁欣榮律師	Mr. Eddie LEUNG Yan-wing
黃錦娟大律師	Ms. Catherine WONG Kam-kuen, Barrister-at-law

義務顧問 (模擬法庭 • 公義教育計劃) Honorary Consultant (Mock Trial - Justice Education Project)

李瀚良法官	The Hon. Mr. Justice Patrick LI
郭懷憲大律師	Mr. Douglas KWOK King-hin, Barrister-at-law
莫子聰特委裁判官	Mr. Andrew MOK Tze-chung, Special Magistrate
彭耀鴻資深大律師	Mr. Robert PANG Yiu-hung, SC
謝華淵 • 若瑟資深大律師	Mr. Joseph W.Y. TSE, SC
黃錦娟大律師	Ms. Catherine WONG Kam-kuen, Barrister-at-law
黃敏杰資深大律師	Mr. WONG Man-kit, SC

義務顧問 (精神科) Honorary Consultant (Psychiatry)

許龍杰醫生	Dr. HUI Lung-kit
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義務顧問 (社會企業) Honorary Consultant (Social Enterprise)

凌浩雲先生 ¹	Mr. Howard LING Ho-wan ¹
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¹ 自二零一五年十二月十日生效。
Effective since 10 December 2015.

² 於二零一五年十二月十日辭任。
Resigned on 10 December 2015.

³ 於二零一五年九月十日解散。
Dissolved on 10 September 2015.

程序助理	Programme Assistant
陳潔梅女士	Ms. Katharine CHAN Kit-mui
陳廣潤先生	Mr. CHAN Kwong-yun
鄭展濤先生	Mr. Doi CHENG Chun-to
蔡詠洛先生	Mr. Kong CHOI Chi-lok
江瑞中先生*	Mr. Tommy KONG Shui-chung
林詠琴女士	Ms. Kitty LAM Wing-kam
鄧小婷女士	Ms. Vikki TANG Siu-ting
胡志偉先生	Mr. Eddie WU Chi-wai
朋輩教育員	Peer Educator
	Mr. BASNET Pankaj
	Ms. GHISING Anju
	Mr. GURUNG Ganesh
黎浩城先生	Mr. LAI Ho-shing
朋輩輔導員	Peer Counsellor
林偉雄先生*	Mr. LAM Wai-hung
蕭偉漢先生*	Mr. SIU Wai-hon
朋輩支援員 / 朋輩支援工作員	Peer Supporter / Peer Support Worker
陳嘉嘉女士	Ms. Carmen CHAN Ka-ka
梁振邦先生	Mr. LEUNG Chun-pong
連鳳儀女士	Ms. Rita LIN Fung-yin
麥鳳薇女士	Ms. MAK Fung-mei
董佩雯女士	Ms. Rachel TUNG Pui-man
夜班工作員	Night Shift Worker
蔡勁先生	Mr. Eric CHOI King
簡偉文先生	Mr. KUN Wai-man
劉石根先生	Mr. LAU Shek-kan
鄧柏林先生	Mr. TANG Pak-lam
吳顯揚先生	Mr. NG Hin-yeung
宋偉權先生	Mr. Michael SOONG Wai-kuen
楊鎮華先生	Mr. YEUNG Chun-wah

* 於第五十八屆週年大會獲頒長期服務獎的員工

Staff received long service awards at the 58th Annual General Meeting

明朗服務有限公司 Bright Services Company Limited

財務及一般行政經理	Finance and General Administration Manager	業務經理	Business Manager
羅秀鳳女士	Ms. Candy LAW Sau-fung	蔡裕禮先生	Mr. Terrance CHOI Yu-lai
市場推廣及傳訊主任	Marketing and Communications Officer	大廚	Chef
丁曉彤女士	Ms. Sharen TING	葉漢榮先生	Mr. IP Hon-wing
平面設計師	Graphic Designer	助理廚師	Assistant Chef
謝瑞雪女士	Ms. Snowy TSE Sui-suet	畢裕煒先生	Mr. BUT Yu-wai
行政助理	Administration Assistant	服務員	Waiter / Waitress
楊麗華女士	Ms. Rosa YEUNG Lai-wah	陳子琪女士	Ms. CHAN Tsz-ki
銷售及營運主任 (搬運及物流)	Sales and Operation Officer (Removal & Logistics)	鍾楚薇女士	Ms. CHUN Chor-mei
張愛詩女士	Ms. Elsie CHEUNG Oi-sze		
營運主任	Operation Officer		
謝卓謙先生	Mr. TSE Cheuk-him		
搬運領隊	Removal Leader		
莫劍輝先生	Mr. MOK Kim-fai		
黃港華先生	Mr. WONG Kong-wa		
科文(展覽)	Foreman (Exhibition)		
劉正平先生	Mr. LAU Ching-ping		
李世文先生	Mr. LEE Sai-man		
黃偉民先生	Mr. WONG Wai-man		
工人(展覽)	Worker (Exhibition)		
黃顯生先生	Mr. WONG Hin-sang		
清潔員工	Cleansing Worker		
關玲秀女士	Ms. KWAN Ling-sau		
王燕卿女士	Ms. WONG Yin-hing		
陳翠媚女士	Ms. CHAN Chui-mei		
鍾意琮女士	Ms. CHUNG Yee-king		
周昭蘭女士	Ms. CHAU Chiu-lan		
李玉英女士	Ms. Li Yuk-ying		
何媽玲女士	Ms. HO Yuen-ling		
葉雲程先生	Mr. YIP Wan-ching		
黃玉英女士	Ms. WONG Yuk-ying		
陳鳳英女士	Ms. CHAN Fung-ying		
羅春芳女士	Ms. LO Chun-fong		
鄧鳳兒女士	Ms. TANG Fung-yee		
張祝媚女士	Ms. TJONG Cuk-mie		
鍾麗金女士	Ms. CHUNG Lai-kam		

