

## MESSAGE

In a caring society such as ours, it is evident that we need to assist the disadvantaged members in our community. This is especially so during these challenging times.

Everyone has the potential to succeed in different areas of their life. And, it is the Government's role to provide an environment which enables everyone to reach their full potential thereby achieving self-reliance and contributing to the well-being of the community. As such, we will continue to invest in different aspects of human development in terms of health, education, training and in this context, welfare services to assist those in need.



In the coming year, we will continue to work closely with the community, to deliver a number of key policy objectives –

- (a) preserving and strengthening the family as a unit, enhancing family functioning and restoring families at risk of disruption;
- (b) strengthening our child care services to support families in need of child care assistance and providing a balanced programme to meet the development needs of children;
- (c) facilitating the development of the full potential of all our young people and enabling vulnerable youth become participating and contributing members of society;
- (d) promoting the volunteer movement, with a view to building a more caring community, promoting a self-fulfilment, utilising community resources and enhancing a sense of belonging in the community;
- (e) providing suitable rehabilitation services, support and assistance to people with disabilities, so that they can develop their potential and participate fully in the community;

- (f) providing a financial safety net for those in genuine need to meet their basic and special needs, whilst, at the same time providing direct assistance to help those who are able and expected to work to overcome barriers to work and become self-reliant; and
- (g) continuously improving the infrastructure, organisation and systems of welfare services including the subvention system, the planning mechanism, the development of Information Technology, the allocation of new service units and the re-organisation of the Social Welfare Department.

The desired results cannot be achieved through Government efforts alone. We need to work hand in hand with the community to ensure the well-being of each and every member of our community. We therefore look forward to your full support and welcome comments and suggestions on the contents of this booklet.



(Dr E K Yeoh)  
Secretary for Health and Welfare

# **Welfare Services**

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## **Policy Objective and Key Result Areas**

# WELFARE SERVICES

Our Policy Objective is to build a caring community by developing and providing effective and quality welfare services for those in need –

- contribute to the creation of an environment for the individual to develop his or her potential
- strengthen social relationships and enhance family functioning
- assist individuals in resolving personal and social problems
- protect and empower the disabled, the disadvantaged and the vulnerable

## Overall Targets

Our targets this year in pursuing this Policy Objective are –

- to review and improve welfare services to ensure they meet the changing needs and aspirations of the community
- to monitor the delivery of welfare services and identify ways to enhance the effectiveness of the services
- to assist and support the disadvantaged with an emphasis on enhancing, not impeding, their will to be self-reliant

## Progress

We have continued to provide financial assistance to eligible clients under different social security schemes to meet their basic and special needs. The package of measures introduced in June 1999 to encourage and help unemployed and low income recipients under the Comprehensive Social Security Assistance (CSSA) Scheme to find work has continued to produce encouraging results. Since implementation of the package in June 1999, CSSA unemployment caseload has fallen by 25.7% in two years.

We have also achieved the following progress in our six Key Result Areas (KRAs).

## **1 Strengthening the family**

We have made good progress in strengthening our services to help families in need. Five Single Parent Centres came into operation in early 2001. Services to assist victims of domestic violence and child abuse have been strengthened with the provision of additional professional staff. Fitting-out works for the first multi-purpose family crisis support centre are underway. Outreach teams have been established at the district level to identify and give support to vulnerable families. To combat sexual violence, we have formed a working group to formulate strategies and implement measures to address the problem.

We have also completed a consultancy study on a Review of Family Welfare Services to restructure service delivery so that family needs can be addressed in a more holistic and cost-effective manner. We have accepted all 27 recommendations for service improvement and will adopt a “child-centred, family-focused and community-based” approach in future. The aim will be to strengthen and support families through an integrated outreach and social networking model of service delivery.

A working group has completed a review of the Adoption Ordinance and consideration is being given to how best to effect improvements in the field of adoption.

A task group has mapped out strategies to carry out a publicity campaign to empower families facing adversity. This will start towards the end of 2001.

An inter-bureau/departmental working group has completed a comprehensive review to further harmonise pre-primary services provided by child care centres and kindergartens.

## **2 Helping young people**

Following our pledge to continue to strengthen support services for young people, we have provided the school social work service in the four new secondary schools in September 2001. In addition, we have also linked all secondary schools with community-based youth services. Since April 2001, we have formed an additional nine integrated teams by pooling existing youth resources.

To provide more working opportunities for school leavers and improve existing services in welfare facilities, a total of 1 290 programme assistant posts have been created in 2001.

Upon validation of the effectiveness of the screening tool and primary preventive programmes developed under the pilot Understanding the Adolescent Project, we are implementing the project in 150 secondary schools from the 2001-2002 school year. The Project aims at early identification of the developmental needs of young people and early intervention through a series of preventive programmes to build up their resiliency.

To address the needs of youth-at-risk, we have, in September 2001, expanded the service focus of 18 integrated teams to provide services for young night drifters. Another three integrated teams will operate an extension of the Community Support Services Scheme which takes care of young people cautioned under the Police Superintendent's Discretion Scheme.

We have also strengthened our efforts at the district level to address the changing needs of youth by enhancing the manpower in Social Welfare Department's district offices and by allocating additional programme funds for the Local Committees on Services for Young People.

### **3 Efficient subvention system**

The Lump Sum Grant Subvention system, which aims to improve the delivery of welfare services through greater flexibility in resource deployment, was formally introduced on 1 January 2001. As at September 2001, 147 non-governmental organisations (NGOs), representing 95% of total subvention monies, have opted to join the System. The Lump Sum Grant is now the mainstream subvention system and is well accepted by the welfare sector who are ready to achieve the objectives of enhancing efficiency and effectiveness, improving quality, encouraging innovation, strengthening accountability, and providing flexibility in meeting changing community needs in a timely manner.

The third and final implementation phase of the Service Performance Monitoring System has commenced and will be completed by March 2002. A full set of clear and well-defined standards for assessing the quality of welfare services is now in place.

## **4 Promoting volunteerism**

Volunteer service is an effective means to build a more caring and energetic community. With the promotional and publicity strategies devised by the Steering Committee on Volunteer Movement and the co-ordinated efforts of the 13 District Co-ordinating Committees on Volunteer Movement of the Social Welfare Department, the level of awareness and participation in volunteering by individuals, corporations and organisations/agencies from different sectors has been raised.

In support of the 2001 International Year of Volunteers, we have organised various promotional and publicity programmes both at the central and district levels. Different groups from the welfare sector, business sector, community organisations and schools have taken an active part in these programmes.

Continuous efforts have been put in strengthening the infrastructure of, and expanding the interest in Volunteer Movement including the establishment of a website on Volunteer Movement and enhancement of the Volunteer Information System. We aim for volunteering to become a culture - a lifestyle and an integral part of our daily lives.

## **5 Assisting people with disabilities**

We have made good progress in fulfilling our commitments in respect of the provision of pre-school, day and residential services for people with disabilities, exceeding targets of 4 200 and 20 000 places respectively in 2000-2001. In addition, we have committed significant additional resources to increase these places over the next five years to meet anticipated growth in demand.

The 2001 Budget has earmarked additional funds for a package of new initiatives to provide better care and support to people with disabilities. These include early provision of day and residential places through in situ expansion in existing facilities, a significant increase in integrated programme places in child care centres for pre-school children, initiatives on employment with a view to promoting self-reliance, financial support for parent resource centres and self-help groups, expansion in community-based support and the setting up of a \$50 million Paralympians Fund.

## **6 A social safety net**

We have made good progress in encouraging and assisting able-bodied CSSA recipients to rejoin the workforce. The Active Employment Assistance Programme has been extended by phases to cover all unemployed CSSA recipients by March 2001. NGOs have been commissioned to provide tailor-made assistance to unemployed CSSA recipients and other socially disadvantaged groups through the Special Job Attachment Programme and projects supported under the Intensive Employment Assistance Fund, introduced in January and March 2001 respectively. These programmes aim to provide intensive counselling, training, job attachment, job placement and post-placement services for the target clients. The administration of the social security system was fully computerised during the year. This has improved the efficiency of social security services and provided more management data in support of service development. The Social Welfare Department has also engaged a consultant to undertake a risk management study in managing all high risk areas to ensure that social security benefits continue to be delivered in the most efficient and cost-effective manner.

Progress on each previously announced initiative under these KRAs is set out in the “Detailed Progress” section of this report.

## **Looking Forward**

To achieve our overall targets this year, we will undertake the following initiatives and targets under each of the six KRAs for the coming year under the revised structure –

- Strengthening the family
- Helping young people
- Promoting volunteerism
- Assisting people with disabilities
- A social safety net
- Ensuring the development of the infrastructure, organisation and systems to support welfare services



The objectives of the family and child welfare services are to preserve and strengthen the family as a unit, to develop caring interpersonal relationships, to enable individuals and family members to prevent personal and family problems and to deal with them when they arise, and to provide for needs which cannot be met from within the family.

In 2001-2002, we will spend \$1,747 million on the government and subvented sector to provide a comprehensive network of family and child welfare services to strengthen families. Under this programme, we will fund 29 314 day nursery places, 1 225 day creche places, 726 occasional child care places and 1 610 extended hour places to support families with child care needs. We will also provide services on family casework, family education and family life education, child custody, children's residential care, adoption, foster care, clinical psychology, family aide, single parent and new arrival families and street sleepers. We will continue to strengthen support to help victims of domestic violence and family crisis through services provided by a new family crisis support centre and an additional refuge centre for women.

In the coming years, we will continue to strengthen our support to families by further developing the social network. In order to provide a continuum of preventive, supportive and remedial services to strengthen families, we will pilot a new service delivery model in the form of an Integrated Family Service Centre between 2002 and 2004. We will provide additional foster care places for children, including those to be arranged in emergency situations. We will strengthen training for professionals involved in handling child abuse and domestic violence cases, and for staff in pre-primary facilities. We will provide enhanced training for social workers on change management, multi-skills in adopting a proactive approach in service delivery, and advanced intervention and clinical skills in handling complex family problems. And we will provide additional practical support to families and individuals by establishing a fund to support community networking.

We will assess our performance in respect of this KRA against the following indicators –

- Families receiving integrated family services. Our target is to introduce ten Integrated Family Service Centre Projects, with an in-built evaluation study, between 2002 and 2004.
- Children receiving foster care. Our target is to provide 60 additional foster care places and 30 emergency foster care places in 2002-2003, and a further 60 foster care places in 2003-2004 for children in need of protection and care in a family setting.
- Children receiving child care services. Our target is to provide 500 additional aided day nursery places in 2002-2003, making available a total of 29 814 places.
- Training for staff in pre-primary facilities. Our target is to provide 150 additional places for child care supervisors and kindergarten principals to receive training in early childhood education, and 440 places for the pre-service training of child care workers and kindergarten teachers in 2002-2003.

We will pursue the following initiatives and targets to deliver results in this area –

<b>Initiative *</b>	<b>Target</b>
<p>To provide training for social workers and professionals on a holistic approach, on handling child abuse, domestic violence and attempted suicide/suicidal tendency cases, and to meet new challenges arising from the Family Welfare Services Review</p> <p><i>(Social Welfare Department (SWD))</i></p>	<ul style="list-style-type: none"> <li>● For tackling child abuse and domestic violence, to plan three local training courses each year and a two-week training package by overseas experts each year in 2002-2003 and 2003-2004</li> </ul>

\* the bracketed information denotes the agency with lead responsibility for the initiative

Initiative	Target
	<ul style="list-style-type: none"> <li>● For enhancing family welfare services, to provide enhanced training for 800 family oriented social workers on change management, multi-skills training and advance/refresher training to enhance their intervention and clinical skills by 2004</li> <li>● For addressing suicidal tendencies, to train 400 social workers through a package of focused training programmes in 2002-2003 and 2003-2004</li> </ul>
<p>To enhance publicity and community education to strengthen families and protect children against abuse and violence (SWD)</p>	<p>To conduct a publicity campaign featuring special TV programmes, TV Announcement of Public Interest and other publicity materials on “Strengthening Families and Protecting Children against Abuse and Violence” in 2002</p>
<p>To evaluate the effectiveness of the new integrated service delivery mode in family services as recommended in the Family Welfare Services Review (SWD)</p>	<p>To commission a tertiary institution to carry out a two-year study on ten pilot projects, starting in April 2002, to evaluate the effectiveness of the new service delivery model</p>

<b>Initiative</b>	<b>Target</b>
<p>To provide legal representation for children and juveniles in care or protection proceedings</p> <p><i>(Health and Welfare Bureau (HWB)/SWD)</i></p>	<p>To put in place the necessary arrangements with relevant departments to provide legal representation for children and juveniles involved in care or protection proceedings</p>
<p>To increase provision in mainstream child care services and foster care service for vulnerable children</p> <p><i>(SWD)</i></p>	<ul style="list-style-type: none"> <li>● To provide 500 additional day nursery places in 2002-2003</li> <li>● To provide 30 additional emergency foster care places and 60 foster care places in 2002-2003, as well as a further 60 foster care places in 2003-2004</li> </ul>
<p>To establish a Community Investment and Inclusion Fund</p> <p><i>(HWB)</i></p>	<p>To invite applications and award funds commencing in 2002-2003</p>

The objective of youth welfare services is to help young people, in particular those at risk, become responsible and contributing members of society.

In 2001-2002, we will spend \$1,157 million on the youth welfare programme. Under this programme, we will fund 63 integrated teams (made up of 96 children and youth centres, 120 school social worker units and 17 outreach social work teams), 121 children and youth centres, 342 school social worker units, 17 outreach social work teams and 6 000 places under the after-school care programme. To enhance early identification and early prevention, 150 secondary schools will implement the Understanding the Adolescent Project (UAP) this year. The Against Substance Abuse Scheme continues to run tailor-made anti-drug programmes for young people, while the Community Support Services Scheme provides support services for juvenile delinquents.

In the coming year, we will continue with our efforts to provide a healthy environment and necessary support to promote the holistic development of young people. Recognising the benefits of the Project in contributing to the healthy development of young people, the UAP will be extended to all secondary schools by phases. Continuing with our efforts to strengthen services for young people using an integrated service delivery model, more integrated teams will be formed in the coming years by pooling existing youth resources and injecting new resources. With a view to enhancing support services for youth, peer counselling and peer support will be promoted.

We will assess our performance in respect of this KRA against the following indicators –

- Number of secondary schools implementing the UAP. Our target is to extend the project to all secondary schools by the 2003-2004 school year.

- Number of integrated teams to be formed by pooling existing youth resources and injecting new resources. Our target is to form five integrated teams in 2002-2003 by pooling of existing resources and another five integrated teams through the provision of additional resources.

We will pursue the following initiatives and targets to deliver results in this area –

<b>Initiative</b>	<b>Target</b>
To extend the “Understanding the Adolescent Project” (UAP) to all secondary schools <i>(Social Welfare Department (SWD))</i>	To extend UAP to 150 existing and another four new secondary schools in 2002-2003 and a further 163 existing secondary schools in 2003-2004
To strengthen services for young people in an integrated service delivery model <i>(SWD)</i>	Apart from the target of forming ten integrated teams in existing areas, six new integrated teams are earmarked for newly developed areas/redeveloped sites from 2002-2003 onwards
To enhance support services for youth by promoting peer counselling and peer support <i>(SWD)</i>	To engage 150 peer counsellors to provide support for youth in 2002-2004

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## Promoting Volunteerism

The objective of encouraging greater participation in volunteer work is to help build a more caring community.

In 2002-2003, we will organise 17 promotional and publicity programmes as well as training courses at central and district levels, with the support of the 13 District Co-ordinating Committees.

Whilst it is a long-term commitment to make volunteering a lifestyle and integral part of our daily life, we will continue our promotion and publicity work so that more people and organisations can join volunteering. We will also intensify and consolidate our efforts in promoting volunteerism in particular to target groups of students, other young people, corporations and community organisations.

We will assess our performance in respect of this KRA against the following indicators –

- Number of registered volunteers. Our target is for the number of registered volunteers to rise by 10% in 2002, to 264 000.
- Number of participating organisations taking part in the Volunteer Movement. Our target is for the number to rise by 10% to reach 620 in 2002.

We will pursue the following initiatives and targets to deliver results in this area –

Initiative	Target
To organise promotional and publicity programmes as well as training courses to enhance participation in volunteering <i>(Social Welfare Department (SWD))</i>	To organise four central and 13 district programmes and training courses in 2002-2003

<b>Initiative</b>	<b>Target</b>
To increase the number of participating individuals and organisations in 2002 <i>(SWD)</i>	To increase the number of registered volunteers by 10% to 264 000 in 2002 and of participating organisations by 10% to 620 in 2002



The objective of providing suitable rehabilitation services, support and assistance to people with disabilities is to enable them to develop their potential and participate fully in the community.

In 2001-2002, we will spend \$2.6 billion on the provision of direct welfare services for people with disabilities. We will fund over 4 500 places for the care, education and training of disabled pre-schoolers, and more than 22 000 places for day care and residential services for adults.

We will continue to provide quality rehabilitation services to meet the needs of people with disabilities. In particular, we will strengthen the speech therapy service for pre-school children with special needs. We will also strengthen home-based training and enhance community support network services for people with disabilities.

We will also continue to promote “A Society for All” to arouse public attention and acceptance of people with disabilities by all in the community. And on the physical side, we will continue to actively work towards a barrier free environment for people with disabilities.

We will assess our performance in respect of this KRA against the following indicator –

- Number and percentage of disabled persons receiving rehabilitation services.

We will pursue the following initiatives and targets to deliver results in this area –

Initiative	Target
<p>To provide early intervention to tackle the speech problems of pre-school children with special needs</p> <p><i>(Social Welfare Department (SWD))</i></p>	<p>To provide speech therapy service to pre-school children in Early Education and Training Centres, Special Child Care Centres and Integrated Programmes for Mildly Disabled Children in Child Care Centres. An additional 47 speech therapists will be provided in 2002-2003</p>
<p>To strengthen Home-Based Training (HBT) and enhance community support network services for people with disabilities</p> <p><i>(SWD)</i></p>	<ul style="list-style-type: none"> <li>● To strengthen the existing staffing provision in each HBT team by five additional staff starting in 2002-2003</li> <li>● To create 13 additional HBT teams in 2002-2003 to provide service to about 3 500 people with disabilities</li> <li>● To strengthen the staffing provision in 20 existing Half Way Houses to provide additional care and support including outreach service to ex-mentally ill persons living in the community</li> </ul>
<p>To provide additional rehabilitation places for people with disabilities</p> <p><i>(SWD)</i></p>	<p>To provide 200 additional day and residential places in 2002-2003</p>
<p>To launch publicity programmes to promote public acceptance of people with disabilities</p> <p><i>(Health and Welfare Bureau (HWB))</i></p>	<p>To launch a series of publicity programmes to promote “A Society for All” in 2002-2003</p>

Initiative	Target
<p>To promote self-reliance of people with disabilities (SWD)</p>	<ul style="list-style-type: none"> <li>● To implement a three-year on-the-job training programme benefiting 360 people each year commencing 2001-2002</li> <li>● To provide grants to non-governmental organisations under a new scheme “Enhancing employment of people with disabilities through small enterprises” starting in early 2002</li> </ul>
<p>To provide support to disabled athletes in pursuing sporting excellence (SWD)</p>	<p>To invite applications for grants under the newly established Paralympians Fund starting in October 2001</p>
<p>To provide continuous community support services for the disabled and their families (SWD)</p>	<p>To enhance existing community-based services and to provide more integrated after-care services to the disabled living with their families, starting in 2001-2002</p>
<p>To provide IT awareness and training programme for 15 000 people with disabilities and 600 trainers in three years (SWD)</p>	<p>To provide IT awareness and training programmes for 4 000 people with disabilities and 200 trainers in 2002-2003</p>

<b>Initiative</b>	<b>Target</b>
<p>To provide a barrier free environment for people with disabilities</p> <p><i>(HWB/Transport Department/ Architectural Services Department/ Buildings Department)</i></p>	<ul style="list-style-type: none"> <li>● To provide dropped kerbs at all pedestrian crossings by 2006</li> <li>● To provide audible signals in all traffic lights at pedestrian crossings by 2004</li> <li>● To complete modification of 60 existing government offices to improve accessibility for people with disabilities</li> <li>● To conduct a review on the “Design Manual: Barrier Free Access 1997” in 2002-2003</li> </ul>

People may suffer financial difficulties due to various reasons such as illness, unemployment or inadequate income maintenance post-retirement in later life. We will continue to provide a social safety net to ensure that assistance is available to the financially vulnerable.

The Comprehensive Social Security Assistance (CSSA) Scheme provides cash allowances to people in need to meet their basic and essential needs. It is important that people who are able to work should be given encouragement and assistance to overcome barriers to work and become self-reliant and independent. The Government will continue to provide active assistance to CSSA recipients who are able to work to help them rejoin the work force early.

Allowances are also provided under the Social Security Allowance (SSA) Scheme to people not receiving CSSA to cover their special needs arising from old age and disability.

The Social Welfare Department is responsible for administering the CSSA and SSA Schemes. The Department will ensure that the assistance is provided to people in genuine need.

In the coming year, the Government will continue to provide more intensive employment assistance through the Special Job Attachment Programme and projects financed by the Intensive Employment Assistance Fund to help CSSA recipients who are able to work to become self-reliant. A package of measures will be introduced to prevent single parent CSSA recipients from social exclusion.

We will assess our performance in respect of this KRA against the following indicators –

- At least 10% of CSSA recipients who have participated in the employment assistance programmes can find paid jobs.

- To ensure that public assistance is targeted towards those genuinely in need, the Special Investigation Teams will shorten the investigation processing time by adopting a one-stop approach through enhanced investigation efforts, data matching and recovery of overpayment.

We will pursue the following initiatives and targets to deliver results in this area –

Initiative	Target
<p>To strengthen employment-related assistance provided to able-bodied Comprehensive Social Security Assistance (CSSA) recipients</p> <p><i>(Social Welfare Department (SWD))</i></p>	<ul style="list-style-type: none"> <li>● To fund the Support for Self-reliance Scheme on a permanent basis from 2002-2003</li> <li>● To create two additional posts in 2002-2003 to supervise and manage the district-based Employment Assistance Teams</li> </ul>
<p>To encourage and help CSSA single-parent recipients to move into employment and become self-reliant</p> <p><i>(SWD)</i></p>	<ul style="list-style-type: none"> <li>● Started in 2001-2002, to continue to strengthen child care arrangements, family life education and supportive group programmes for single-parent families, and to outreach hard-to-reach ones</li> <li>● To implement on a voluntary basis the active employment assistance programme specifically for CSSA single-parent recipients by March 2002</li> <li>● To propose raising the maximum level of monthly disregarded earnings by March 2002 for CSSA single-parent recipients to provide greater incentive for work</li> </ul>

<b>Initiative</b>	<b>Target</b>
<p>To provide strengthened support for the prevention and investigation of social security fraud cases</p> <p><i>(SWD)</i></p>	<p>To regularise and enhance the Special Investigation Teams to prevent and combat fraud and abuse in 2002-2003</p>
<p>To enhance training for Social Security staff</p> <p><i>(SWD)</i></p>	<p>To launch in 2002-2003 a tailor-made three-year part-time Higher Diploma course for Social Security staff in collaboration with a local tertiary institution for about 45 staff per annum for a period of three years</p>

To ensure welfare services meet today's needs, we need to improve the infrastructure, organisation and systems, including the introduction of a new subvention system, new method of allocating new service units, development of information technology (IT), and re-organisation of the Social Welfare Department.

The objectives of introducing a new social welfare subvention system are to enhance efficiency and effectiveness, improve quality, encourage innovation, strengthen accountability and provide flexibility, with a view to deploying resources in the most cost-effective manner so as to meet changing needs in the community.

In the area of IT, the objective is to encourage the management and staff of social welfare organisations to expand and improve their use of IT in managing their organisation, communicating and delivering services.

In 2001-2002, we have made substantial progress in introducing the Lump Sum Grant Subvention system, Phase III of the Service Performance and Monitoring System (SPMS), allocation of new service units, enhancing the use of IT and re-organisation of Social Welfare Department.

The following tasks have been achieved –

- We have conducted 11 workshops/seminars on corporate governance, change management, human resource management, financial management, and corruption prevention.
- We have set up the Liaison Officer System, adopting a one-stop service to non-governmental organisations (NGOs) on subvention matters since March 2001. Duties amongst various Branches in the Social Welfare Department have been re-allocated to streamline procedures.
- A Help Centre was set up in March 2001 to assist and advise NGOs in their transition to the new funding arrangements.
- The external assessment of service units in the second phase of SPMS implementation was completed in 2001.



- Following the recommendation of the consultancy study on interfacing of Service Quality Standards (SQSs), the third implementation phase commenced in August 2001, providing a series of training courses including seminars and workshops for NGO board members, senior managers and frontline staff. An updated Implementation Handbook has been produced.
- The Social Welfare Department has critically examined the mode of delivering public services in the allocation of new welfare service units. At present, Social Welfare Department has contracted out home care, meal and enhanced home and community care services, and will proceed to select operators for future residential care homes for the elderly on the basis of competitive bidding.
- To carry forward the IT strategy in the welfare sector, a Joint Committee on IT for the Social Welfare Sector has been established. A number of programmes to enhance the use of IT in the sector has been conducted, including replacement/upgrading of personal computers in NGO service units, and provision of broadband Internet access to NGOs with grants from the Lotteries Fund.
- An organisational review on the structure of Social Welfare Department was conducted in 2001 with a view to meeting the changes and challenges in the future planning, monitoring and delivery of social welfare services.

In the coming years, we will continue to move forward by –

- Streamlining the SPMS and developing agency-based Funding and Service Agreements.
- Enhancing NGOs' ability to operate in the Lump Sum Grant environment.
- Putting in place a mechanism to involve clients' participation in the monitoring of welfare services provided on a contract basis.
- Implementing the recommendations on restructuring of the Social Welfare Department by phases – to streamline operations and devolve greater responsibility to district offices.
- Pursuing initiatives recommended by the Joint Committee on IT for the Social Welfare Sector.

- Setting up a technical infrastructure and client information system in Social Welfare Department as part of the Department's Information Systems Strategy.

We will assess our performance in respect of this KRA against the following indicators –

- Our target is that 95% of subvented NGOs under external assessment, will comply with all 16 Service Quality Standards in 2002-2003.
- Undertake a pilot project on an agency-based Funding and Service Agreement.
- The number of NGOs taking up new initiatives to enhance their ability to operate under the Lump Sum Grant environment. Our target is that 50% of NGOs should participate in training courses for agency heads or carry out re-engineering of their activities through business improvement projects.
- The number of client groups being set up. Our target is to set up a group for each type of contracted elderly service.
- The completion of the restructuring of Social Welfare Department. Our target is to put in place the new structure in three phases, to be completed in 2002.
- Number of NGOs with broadband Internet access. Our target is that 95% of NGO service units will have this access in 2002-2003.
- Number of websites of subvented NGOs accessible to the visually impaired. Our target is that the majority of subvented NGOs' websites will be accessible to the visually impaired in 2002-2003.

We will pursue the following initiatives and targets to deliver results in this area –

Initiative	Target
<p>To enhance non-governmental organisations’ (NGOs) corporate governance under the Lump Sum Grant arrangement</p> <p><i>(Social Welfare Department (SWD))</i></p>	<ul style="list-style-type: none"> <li>● SWD will issue Guidelines on Corporate Governance to set out our expectations on good practice for enhancement of public accountability</li> <li>● SWD will launch a Business Improvement Project Scheme to provide assistance to NGOs to carry out re-engineering activities</li> <li>● SWD will offer training courses for agency heads of NGOs to strengthen their management skills under the new subvention system</li> </ul>
<p>To develop an agency-based Funding &amp; Service Agreement (FSA) for subvented welfare services</p> <p><i>(SWD)</i></p>	<p>To conduct a pilot project on agency-based FSA covering no more than four NGOs</p>
<p>To empower service users in contracted out service units in monitoring the quality of services received</p> <p><i>(SWD)</i></p>	<p>To conduct user feedback surveys and set up user groups in districts to monitor the service performance and quality of contracted out elderly service units</p>

<b>Initiative</b>	<b>Target</b>
<p>To implement the recommendations on the restructuring of SWD (SWD)</p>	<ul style="list-style-type: none"> <li>● To complete work by March 2002</li> <li>● To provide orientation/training programmes for staff to equip them for organisational changes and new duties and responsibilities</li> <li>● To conduct briefing sessions on the restructuring for staff in SWD, NGOs and District Councils</li> </ul>
<p>To provide broadband Internet access for non-profit-making NGOs providing welfare services (SWD)</p>	<p>To make available broadband Internet access in NGO headquarters and service units in 2002-2003</p>
<p>To enhance the accessibility of welfare websites to the visually impaired (SWD)</p>	<p>To put in place ALT-text features in welfare websites in 2002-2003 for better accessibility to the visually impaired</p>
<p>To implement a technical infrastructure and a client information system as part of Phase II of the SWD's Information Systems Strategy (SWD)</p>	<p>To complete tendering work and award of tenders for Phase II of SWD's Information Systems Strategy by end-2002 subject to approval by the Legislative Council's Finance Committee</p>

**Welfare Services**

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**Detailed Progress**

# 1

## Strengthening the family

To achieve results in this area, various initiatives have been undertaken in past years. Details are set out below –

<b>Initiative</b> *	<b>Target</b> #	<b>Present Position</b> +
To conduct a consultancy study on the Review of Family Welfare Services <i>(Social Welfare Department (SWD))</i>	To complete the review in 2001-2002 <i>(2000)</i>	The consultants have completed the review. The Administration has accepted all of the recommendations of the review. Preparation for implementation of the recommendations is in progress.  <i>(Action Completed)</i>
To update the legislation on adoption <i>(Health and Welfare Bureau (HWB)/SWD)</i>	To introduce legislative amendments to the Adoption Ordinance in 2001-2002 <i>(2000)</i>	Updating and reviewing of the Ordinance has been completed. Draft Drafting Instructions have been prepared. A legislative slot is being sought.  <i>(Action in Progress: On Schedule)</i>
To conduct a publicity campaign on “empowering families to face challenges” <i>(SWD)</i>	To carry out the publicity campaign in 2001-2002 <i>(2000)</i>	A task group has formulated strategies and a series of measures to carry out the publicity campaign starting in November 2001.  <i>(Action in Progress: On Schedule)</i>

\* the bracketed information denotes the agency with lead responsibility for the initiative

# the bracketed information denotes the year in which the target was set

+ the bracketed information denotes the status of the target

Initiative	Target	Present Position
<p>To strengthen services to assist victims of domestic violence (SWD)</p>	<ul style="list-style-type: none"> <li>● To provide an additional clinical psychologist in 2000-2001</li> <li>● To provide additional professional and support staff in the Family and Child Protective Services Units in 2001-2002 (2000)</li> </ul>	<ul style="list-style-type: none"> <li>● The additional clinical psychologist will be in post by November 2001.</li> <li>● The additional staff will be in post by January 2002. <i>(Action in Progress: On Schedule)</i></li> </ul>
<p>To strengthen services for victims of sexual violence (SWD)</p>	<p>To convene a working group in 2000-2001 to formulate and implement measures to assist victims of sexual violence (2000)</p>	<p>The Working Group on Sexual Violence was formed in May 2000. Strategies and measures have been formulated to combat sexual violence. <i>(Action in Progress: On Schedule)</i></p>
<p>To study the harmonisation of child care centres and kindergartens (SWD/Education Department)</p>	<p>To formulate harmonisation measures in 2000-2001 (2000)</p>	<p>We are finalising our recommendations for public consultation in 2001-2002. <i>(Action Completed)</i></p>
<p>To strengthen services for new arrival families, single-parent families and other vulnerable groups over a three-year period (SWD)</p>	<p>To develop and introduce a new outreach and social network model with a link to other social services in 2001-2002 (2000)</p>	<p>Outreach teams to identify new arrival families and other vulnerable groups in need of early intervention were set up in each of the 13 administrative districts of the SWD in September 2001. <i>(Action Completed)</i></p>

<b>Initiative</b>	<b>Target</b>	<b>Present Position</b>
To provide additional day nursery places for families requiring the service (SWD)	To provide 300 additional day nursery places in 2000-2001 (1999)	300 additional places have been provided. <i>(Action Completed)</i>
To strengthen family casework services (SWD)	To provide 29 additional family caseworkers in 1999-2000 to meet the increase in service demand and to improve service quality by relieving the caseload of family caseworkers (1998)	26 additional family caseworkers have been provided. The remaining three caseworker posts are under review, as part of the new Integrated Family Service Centre mode of delivery in 2001-2002. <i>(Action in Progress: Under Review)</i>
To improve protection of children from abuse and enhance public awareness of the problem (SWD)	To provide 23 additional child protection workers by 2000-2001 to handle an increasing number of child abuse cases (1998)	16 child protection worker posts were created in March 2000. Seven posts were created in March 2001. <i>(Action Completed)</i>



# 2

## Helping young people

To achieve results in this area, various initiatives have been undertaken in past years. Details are set out below –

Initiative	Target	Present Position
<p>To review current planning strategies for welfare services for young people <i>(Health and Welfare Bureau/Social Welfare Department (SWD))</i></p>	<p>To review the planning of youth welfare services in 2001-2002 by taking into consideration district needs and characteristics <i>(2000)</i></p>	<p>A consultancy study is being conducted with a view to coming up with an enhanced planning mechanism for youth welfare services. <i>(Action in Progress: On Schedule)</i></p>
<p>To provide additional services for youth-at-risk on a territory-wide basis <i>(SWD)</i></p>	<p>To extend the service focus of eight integrated teams and the Community Support Service Scheme <i>(2000)</i></p>	<p>The service focus of 18 Integrated Teams has been extended to provide services for young night drifters on a district basis. The service focus of another three Integrated Teams has been extended to operate the Community Support Services Scheme on a territory-wide basis. <i>(Action Completed)</i></p>
<p>To implement a three-year programme with the aim of enhancing the developmental, preventive and remedial programmes delivered in youth welfare facilities <i>(SWD)</i></p>	<p>To recruit and train additional youth programme assistants in 2001-2002 <i>(2000)</i></p>	<p>Over 1 000 programme assistant posts have been provided in welfare facilities. <i>(Action in Progress: On Schedule)</i></p>

Initiative	Target	Present Position
<p>To strengthen the operation and management of correctional/residential homes (SWD)</p>	<p>To implement as appropriate the recommendations of the Management Services Agency's Review on the Management of Correctional/Residential Homes (1999)</p>	<p>Various improvement measures as recommended by the Management Services Agency, have been implemented. (Action Completed)</p>

# 3

## Efficient subvention system

To achieve results in this area, various initiatives have been undertaken in past years. Details are set out below –

Initiative	Target	Present Position
<p>To complete the consultancy study for Phase III implementation of the remaining nine Service Quality Standards (SQSs)</p> <p><i>(Social Welfare Department (SWD))</i></p>	<p>Results of the consultancy study will be integrated into the Phase III implementation of SQSs to be introduced in July 2001</p> <p><i>(2000)</i></p>	<p>Based on the results of the consultancy study, the Phase III SQSs have been integrated into six SQSs. The revised SQSs have been tested out on a pilot basis, and are now being implemented.</p> <p><i>(Action Completed)</i></p>
<p>To organise training courses and workshops for 7 000 participants to familiarise them with the Service Performance Monitoring System</p> <p><i>(SWD)</i></p>	<p>Five training courses will be organised between July 2001 and January 2002 for about 7 000 participants</p> <p><i>(2000)</i></p>	<p>The structure of the five training courses has been finalised. The first course started in August 2001.</p> <p><i>(Action in Progress: On Schedule)</i></p>
<p>To assist non-governmental organisations (NGOs) that have expressed interest to join the Lump Sum Grant (LSG) System</p> <p><i>(Health and Welfare Bureau(HWB)/SWD)</i></p>	<ul style="list-style-type: none"> <li>● SWD officers will visit all NGOs opting for LSG in 2000-2001 and 2001-2002 to explain the arrangements and to assist and prepare them to go through the change process</li> </ul>	<ul style="list-style-type: none"> <li>● 127 NGOs are operating under LSG in 2001-2002. SWD staff have visited/met all of them.</li> </ul> <p><i>(Action Completed)</i></p>

Initiative	Target	Present Position
	<ul style="list-style-type: none"> <li>● Training workshops on the implementation details of the LSG will be conducted for all NGOs opting to join the LSG System</li> </ul> <p>(2000)</p>	<ul style="list-style-type: none"> <li>● Four management workshops on change management, human resources management, financial management and information system were conducted in August 2000.</li> <li>● Four workshops on financial reporting were conducted in December 2000.</li> <li>● A seminar on Corporate Governance for NGO Board members was organised in May 2001.</li> <li>● Another workshop on financial reporting was conducted in May 2001.</li> <li>● One seminar on corruption prevention was organised in June 2001.</li> <li>● A training course for agency heads will be organised to strengthen their skills and knowledge in management under the new LSG environment.</li> </ul> <p><i>(Action in Progress: On Schedule)</i></p>

Initiative	Target	Present Position
<p>To complete the consultancy study on change management in SWD and support for NGOs (SWD)</p>	<ul style="list-style-type: none"> <li>● The administrative structure of SWD will be re-organised in 2001-2002 to better cope with the new subvention system and challenges in development of welfare services</li> <li>● A Common Support Centre will be set up to assist and advise NGOs in their transition to the new funding arrangements</li> </ul> <p>(2000)</p>	<ul style="list-style-type: none"> <li>● The review on restructuring of SWD has been completed. Recommendations were supported by Social Welfare Advisory Committee and LegCo Welfare Panel. The proposed restructuring was endorsed by LegCo's Finance Committee in June 2001 and is being implemented.</li> <li>● A Help Centre was set up in March 2001.</li> </ul> <p>(Action Completed)</p>
<p>To devise a new planning framework for welfare services (HWB/SWD)</p>	<p>To have the planning framework and strategic directions for welfare services developed in 2001-2002</p> <p>(2000)</p>	<p>A consultancy study on a new planning framework and the development of strategic directions focusing on youth and rehabilitation services is underway.</p> <p>(Action in Progress: On Schedule)</p>

Initiative	Target	Present Position
<p>To improve control on charitable fund raising activities (HWB/SWD)</p>	<p>To prepare legislative amendments to relevant sections of the Summary Offences Ordinance in the 1999-2000 legislative session (1999)</p>	<p>HWB, SWD and other relevant departments are working closely to formulate administrative measures to enhance the accountability and transparency of charitable fund raising activities.  <i>(Action in Progress: Under Review)</i></p>
<p>To increase the knowledge of the SWD and NGO staff on the Service Performance Monitoring System (SWD)</p>	<p>To organise 18 training courses for 20 000 participants over three years and to develop relevant training-related and information material (1998)</p>	<p>Thirteen training courses for over 13 000 participants have been held by the end of 2000 and the remaining five courses will be delivered in 2001-2002 for 7 000 participants.  <i>(Action in Progress: On Schedule)</i></p>

# 4

## Promoting volunteerism

To achieve results in this area, the following initiative has been undertaken in recent years. Details are set out below –

<b>Initiative</b>	<b>Target</b>	<b>Present Position</b>
To organise promotional and publicity campaigns in support of the International Year of Volunteers <i>(Social Welfare Department)</i>	To organise four central and 13 district promotional and publicity campaign programmes in 2001 <i>(2000)</i>	Four central and 13 district promotional and publicity programmes have been organised. <i>(Action Completed)</i>

# 5

## Assisting people with disabilities

To achieve results in this area, various initiatives have been undertaken in past years. Details are set out below –

Initiative	Target	Present Position
<p>To provide safety and operational guidelines to operators of residential care homes <i>(Social Welfare Department (SWD))</i></p>	<p>To introduce a Code of Practice for both subvented and private residential care homes for people with disabilities by 2001 <i>(2000)</i></p>	<p>Consultation with the rehabilitation sector on the draft of the Code of Practice will be completed by October 2001. We aim to issue the Code of Practice to all rehabilitation homes in early 2002.  <i>(Action in Progress: On Schedule)</i></p>
<p>To provide additional rehabilitation places for people with disabilities <i>(SWD)</i></p>	<ul style="list-style-type: none"> <li>● To provide over 300 additional day care and residential places in 2001-2002 <i>(2000)</i></li> <li>● To provide over 400 additional day and residential places in 2000-2001 <i>(1999)</i></li> </ul>	<ul style="list-style-type: none"> <li>● 1 300 day care and residential places will be delivered by October 2001. We aim to provide another 600 day care and residential places by March 2002.  <i>(Action in Progress: On Schedule)</i></li> <li>● 570 day and 556 residential places have been provided.  <i>(Action Completed)</i></li> </ul>



Initiative	Target	Present Position
<p>To improve the quality of care by sharpening the skills and enriching the knowledge of frontline workers in rehabilitation units</p> <p>(SWD)</p>	<p>To provide additional training for 300 frontline workers in 2001-2002</p> <p>(2000)</p>	<p>Training has been provided for 200 frontline workers. An additional 160 workers started receiving training in September 2001.</p> <p><i>(Action Completed)</i></p>
<p>To strengthen admission procedures for residential care homes</p> <p>(SWD)</p>	<p>To review in 2001 the admission criteria and to improve the admission process for different types of residential services</p> <p>(2000)</p>	<p>A multi-disciplinary steering group has been established to steer the review. Two surveys, one on Client Profile of Residential Service Users/Potential Users, another on Assessment Mechanism and Admission Flow in Residential Homes, are underway. We aim to complete both surveys by March 2002.</p> <p><i>(Action in Progress: On Schedule)</i></p>
<p>To strengthen the provision of personal care services and social support programmes</p> <p>(SWD)</p>	<p>To provide additional care and programme assistants in various rehabilitation service units in 2001-2002</p> <p>(2000)</p>	<p>Over 600 posts have been allocated to various rehabilitation units. Another 35 posts will be allocated to new service units in 2001-2002.</p> <p><i>(Action in Progress: On Schedule)</i></p>

Initiative	Target	Present Position
<p>To enhance the employment opportunities of people with disabilities (SWD)</p>	<ul style="list-style-type: none"> <li>● To establish the Marketing Consultancy Office (MCO) on a permanent basis in 2001-2002 (2000)</li> <li>● To provide 210 supported employment places in 2000-2001 (1999)</li> </ul>	<ul style="list-style-type: none"> <li>● The MCO was set up in January 2001. An Advisory Committee has also been formed.</li> <li>● An additional 210 places were provided in December 2000. (Action Completed)</li> </ul>
<p>To safeguard the rights of people with disabilities by legislative framework (Health and Welfare Bureau (HWB))</p>	<p>To prepare amendments to the Disability Discrimination Ordinance (DDO) in the light of the proposals made by the Equal Opportunities Commission (1999)</p>	<p>Existing provisions of the DDO requiring amendment have been identified and HWB will work with Department of Justice to prepare draft legislation. (Action in Progress: On Schedule)</p>
<p>To strengthen the Community Rehabilitation Network service to assist and support chronically ill persons and their carers living in the New Territories (SWD)</p>	<p>To set up a regional centre and two stations in the New Territories by 2001 (1999)</p>	<ul style="list-style-type: none"> <li>● The New Territories West Regional Centre has been set up.</li> <li>● Opening of the remaining two stations will be deferred to 2001-2002 due to difficulty in securing suitable premises. (Action in Progress: Behind Schedule)</li> </ul>

# 6

## A social safety net

To achieve results in this area, various initiatives have been undertaken in past years. Details are set out below –

Initiative	Target	Present Position
<p>To ensure that the Comprehensive Social Security Assistance (CSSA) and Social Security Allowance (SSA) Schemes are sustainable in the long term and can continue to meet community needs in the light of an ageing population</p> <p><i>(Health and Welfare Bureau (HWB)/Social Welfare Department (SWD))</i></p>	<p>To monitor the changes in caseload and expenditure under various social security schemes and identify ways to strengthen the sustainability of the schemes on an on-going basis</p> <p><i>(2000)</i></p>	<p>Change in caseload and expenditure under various social security schemes are closely monitored and on-going efforts are made :</p> <ul style="list-style-type: none"> <li>● to enforce effective gate-keeping and anti-fraud mechanism to ensure resources are directed to help the truly needy and disadvantaged; and</li> <li>● to encourage and help able-bodied CSSA recipients back to work.</li> </ul> <p><i>(Action in Progress: On Schedule)</i></p>
<p>To encourage and help able-bodied CSSA recipients to rejoin the work force and become self-reliant</p> <p><i>(SWD)</i></p>	<ul style="list-style-type: none"> <li>● To extend the Active Employment Assistance programme to cover all unemployed CSSA cases by end-March 2001</li> </ul>	<ul style="list-style-type: none"> <li>● As at the end of March 2001, all unemployed CSSA cases were covered by the Active Employment Assistance programme.</li> </ul>

Initiative	Target	Present Position
	<ul style="list-style-type: none"> <li>● To involve the non-governmental organisation (NGO) sector in providing tailor-made assistance to help CSSA single parents or unemployed recipients rejoin the work force starting from 2000</li> </ul> <p>(2000)</p>	<ul style="list-style-type: none"> <li>● 13 NGOs have been commissioned to run a two-year Special Job Attachment Programme starting January 2001.</li> <li>● Grants from the Intensive Employment Assistance Fund have been approved for 12 NGOs to run 14 intensive employment assistance programmes for specific groups of CSSA recipients and other disadvantaged groups starting March 2001.</li> </ul> <p>(Action Completed)</p>
<p>To strengthen the prevention and investigation of social security fraud cases</p> <p>(SWD)</p>	<p>To consider adopting a risk management approach in administering the social security schemes and make recommendations in 2001</p> <p>(2000)</p>	<p>A consultancy firm has been commissioned to conduct a six-month Consultancy Study on Risk Management on Social Security Schemes starting June 2001.</p> <p>(Action in Progress: On Schedule)</p>
<p>To ensure efficient delivery of social security services</p> <p>(SWD)</p>	<p>To commence a review of the existing manpower situation in the social security field units in 2001-2002 after implementation of the computerised social security system</p> <p>(2000)</p>	<p>After the completion of the Risk Management Study and implementation of the recommendations on improving service delivery, we will commence a review of the manpower situation in social security field units in 2002-2003.</p> <p>(Action in Progress: On Schedule)</p>

Initiative	Target	Present Position
<p>To conduct a further review on the administration of the CSSA and SSA Schemes <i>(HWB/SWD)</i></p>	<p>To commence the review in 1999-2000 <i>(1999)</i></p>	<p>We further reviewed the CSSA Scheme in 1999 and are implementing an additional package of initiatives to help CSSA recipients and other disadvantaged groups who are able to overcome barriers to work and become self-reliant.  <i>(Action Completed)</i></p>
<p>To strengthen the detection and investigation of social security fraud cases <i>(SWD)</i></p>	<p>To consider adopting a risk management approach to social security expenditure to help manage business risks effectively in this area and tackle the problem of welfare cheats and over-payments  <i>(1999)</i></p>	<p>This initiative is being taken forward under another policy initiative to strengthen the prevention and investigation on social security fraud cases in 2000.  <i>(Action Completed)</i></p>
<p>To replace the Social Security Payment System by a new Computerised Social Security System so as to ensure efficient delivery of service and to assist in compilation of management information  <i>(SWD)</i></p>	<p>To have the new system in place in 2000 <i>(1998)</i></p>	<p>The new Computerised Social Security System has been implemented since October 2000.  <i>(Action Completed)</i></p>