

**The Hong Kong Polytechnic University**  
**Department of Applied Social Sciences**  
**APSS 2700 Preparatory Workshops for BASW**  
**APSS5783/5784 Preparatory Workshops for MSW**

# **Service Overview**

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# Intro by speaker

- My working experience
- My learning experience
- My teaching experience
- How about yours?
  - Please mention your name
  - Your placement unit
  - What do you want to learn from placement at this workshop

# Table of Contents

## **Service Development**

- ◆ From 50s to nowadays
- ◆ Social work registration and development of district council
- ◆ CD forum and new funding models
- ◆ Challenges and opportunities

## **Service Sharing**

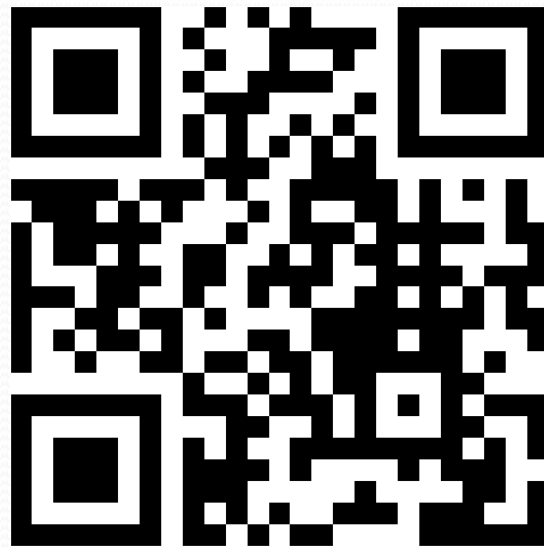
- ◆ Urban renewal services(URSST)
- ◆ Funded projects

## **Useful Websites and Materials**

## **Q & A**

## Question 1

What is community work?



<https://www.menti.com/hyvciwhb7n>

# Community work

## A community is...

- Geographically
  - Functionally
  - Issue(s)oriented
- With social ties,
  - Shared common perspectives
  - With common goals

## Community/Social development is...

- ◆ “the pursuit of solidarity and agency by adhering to the principles of self-help, felt needs and participation.” (Jnanabrata Bhattacharyya, 2009)
- ◆ “a process of planned social change designed to promote the well-being of the population as a whole in conjunction with process of economic development” (Midgley, 1995)

# Community work

- ◆ A **collaborate** actions or behavior
- ◆ To **promote changes** for a designated group to a better life

# Video sharing



<https://youtu.be/YV5aMuqTXbo>

# Service Development in Hong Kong

- ◆ Establishment of Kai Fong Welfare Association (街坊福利會)



- ◆ Initiated by Social Welfare Office of the Secretariat for Chinese Affairs (華民政務司署)
- ◆ Aims at facilitating people in the neighborhood to participate in local social affairs, self-help activities and free medical aid.





# Service Development

- ◆ White Paper on social welfare(1965)  
(社會福利白皮書)
- ◆ Establishment of Community Centre(1960s)
- ◆ Riot of 1967
- ◆ Voluntary Organisations for Community Development

# Service Development

## Funding source of NGOs

- ◆ Many issues oriented resident groups or pressure groups were organized to fight for the change of Government policy through “ disruptive tactics”. (CHEUNG, 2001)
- ◆ NGOs such as Christian Industrial Committee(CIC),. Society for Community Organisation(SoCO), Tsuen Wan Ecumenical Social Service Centre( TWESSC) are funded by churches.

# Service Development

## Government Reaction

- ◆ The White Paper of social welfare in 1973
- ◆ HKCSS discussed the issue of “The community worker- Law and Order From the viewpoint of Agency Administrator”
- ◆ Setting up Community and Youth Office



1995年金輪大廈天台屋清拆 (蘋果日報)



1979年艇戶事件(4/2018關鍵評論)

# Service Development

## Community Centre(社區中心)

- ◆ Building up and working with local groups and organizations, training volunteers, gathering and sharing information with the local community and coordinating welfare services
- ◆ All social workers are in the SWD as a Government servants



# Service Development

## Neighborhood Level Community Development Projects(NLCDP)(鄰舍層面社區發展計劃)

- ◆ Serve deprived and transient communities where the provision of welfare services and community facilities was inadequate or non-existent
- ◆ Until 1980s, total of 49 teams in NLCDPs around 18 districts

# Service Development

## Neighborhood Level Community Development Projects(NLCDP)(鄰舍層面社區發展計劃)

- After 1990, the government started to dismiss NLCDP
- In 1997, INP(綜合鄰舍服務隊) replaced NLCDP for old urban
  - NLCDP→sub urban without integrated services area
  - INP→old urban with elderly, cage house, etc
- After 2000, community worker urged the government to rearrange budget reduce by NLCDP to use it again in CD field, a CD forum is formed.
  - CD forum is under HAD( Home Affairs Department)

## 綱領(6)：社區發展

	2017-18 (實際)	2018-19 (原來預算)	2018-19 (修訂)	2019-20 (預算)
財政撥款(百萬元)				
政府機構	5.0	5.0	5.2 (+4.0%)	5.2 (-)
				(或較 2018-19 原來 預算增加 4.0%)
受資助機構	189.8	189.9	197.6 (+4.1%)	197.7 (+0.1%)
				(或較 2018-19 原來 預算增加 4.1%)
總額	194.8	194.9	202.8 (+4.1%)	202.9 (-)
				(或較 2018-19 原來 預算增加 4.1%)

### 宗旨

**29** 宗旨是透過各項社會工作服務，鼓勵市民識別他們的需要，運用社區資源解決問題，從而提高他們對社區的歸屬感。

### 簡介

#### **30** 社會福利署：

- 為市民提供社區工作及小組服務，尤其着重照顧弱勢社羣的需要；
- 在符合現有準則的地區推行鄰舍層面社區發展計劃；以及
- 透過邊緣社羣支援計劃提供外展服務、個案輔導及小組工作服務，主要協助露宿者、精神病患者及更生人士融入社會。

#### **31** 二零一八年，社會福利署繼續：

- 監察邊緣社羣支援計劃的服務表現；以及

提供社區發展服務

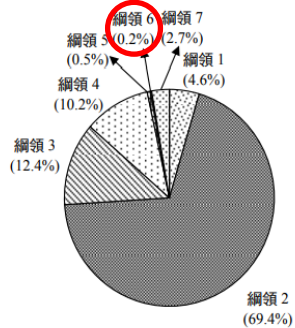
Budgeted amount of CD:  
202.9 millions

## 財政撥款分析

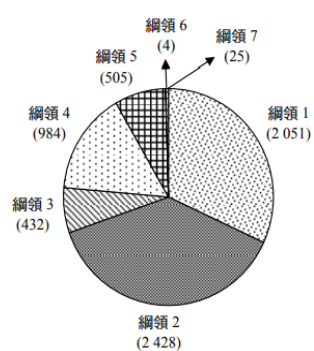
綱領	2021-22 (實際) (百萬元)	2022-23 (原來預算) (百萬元)	2022-23 (修訂) (百萬元)	2023-24 (預算) (百萬元)
(1) 家庭及兒童福利 .....	4,224.5	4,781.2	4,715.3	5,158.6
(2) 社會保障 .....	64,192.7	71,498.8	69,573.0	77,333.9
(3) 安老服務 .....	13,656.6	14,022.6	14,163.8	14,983.8
(4) 康復及醫務社會服務 .....	10,282.6	10,414.8	10,723.5	11,188.1
(5) 違法者服務 .....	421.0	426.1	447.4	443.1
(6) 社區發展 .....	214.4	212.2	217.2	217.2
(7) 青少年服務 .....	2,646.6	2,706.3	2,791.0	2,833.7
	95,638.4	104,062.0	102,631.2 (-1.4%)	112,158.4 (+9.3%)

### 總目 170 - 社會福利署

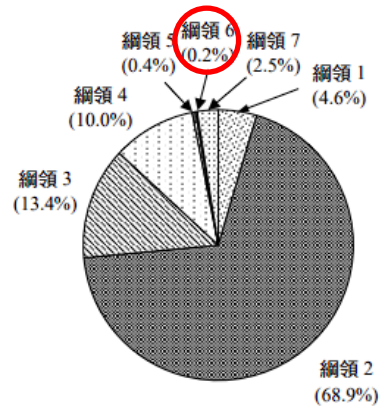
各綱領的撥款分配情況  
(二零一九至二零年度)



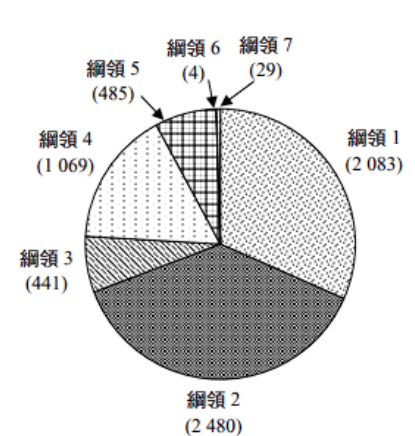
各綱領的員工人數  
(截至二零二零年三月三十一日止)



各綱領的撥款分配情況  
(二零二三至二四年度)



各綱領的員工人數  
(截至二零二四年三月三十一日止)





# Service Development

## **Social Work Registration**

- ◆ In 1997, Social work registration Ordinance implemented

## **LSG implementation**

- ◆ Funding is based on the performance (SQS) and the output(FSA) of agencies
- ◆ SWD/ Government controls NGOs'

## **The National Security Law**

- ◆ Insecure of frontline services( empowerment programs, advocacy, etc)

# Short conclusion

- Government tried to reduce the “size” of community development subsidy;
- Social worker bore a conflict role in community development;
- Training and job vacancy of community development affected social workers engage with the field

# Service Development

## Discussion

- ◆ What is/are the advantages/difficulties of a non-government funded or government funded organization to implement community work?



[https://docs.google.com/spreadsheets/d/1JBdjCyrrrLeW5WE97dQIcY5r\\_H1kqF6cplJpB0GhvcQ/edit?usp=sharing](https://docs.google.com/spreadsheets/d/1JBdjCyrrrLeW5WE97dQIcY5r_H1kqF6cplJpB0GhvcQ/edit?usp=sharing)



**Break**



# **Service Overview**

**Urban Renewal Service**

# Urban Renewal Service

1988年

- ◆ 土地發展公司成立
- ◆ 一間公營機構，專責市區重建，避免市區環境進一步惡化，以及改善舊區居民的居住環境

2001年

- ◆ 通過《市區重建局》條例及成立市區重建局
- ◆ 加速舊區重建、促進復修樓齡較高樓宇、修葺保育具有歷史或者建築價值的樓宇，並且透過改善舊區的環境促進經濟發展
- ◆ 市區重建社區服務隊同時成立，以社區工作的手法為受影響人士提供多元化服務

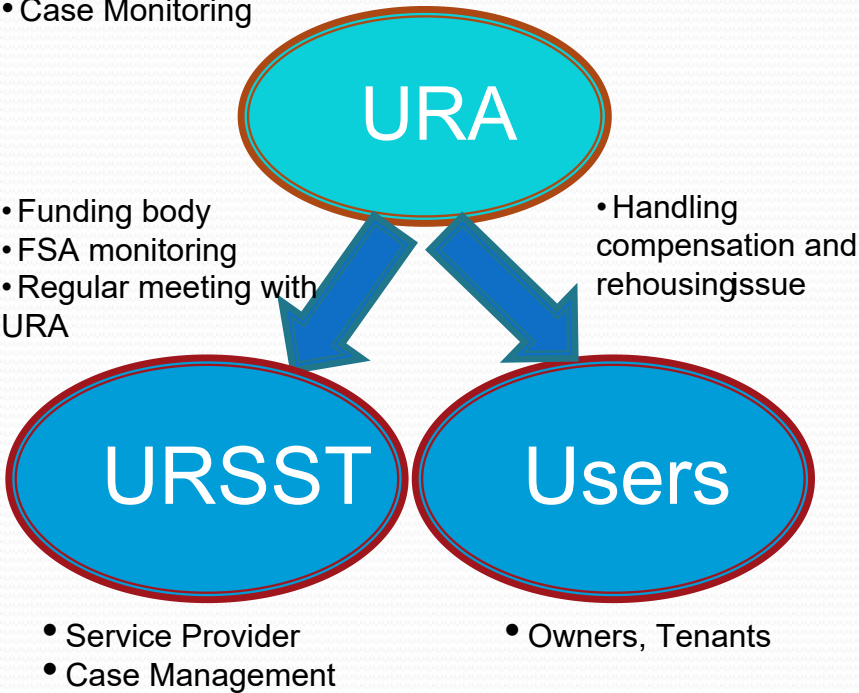
2011年

- ◆ <<市區重建策略>>檢討下成立市區更新信託基金
- ◆ 市區重建社區服務隊改為由市區更新信託基金撥款，「增強獨立性」。

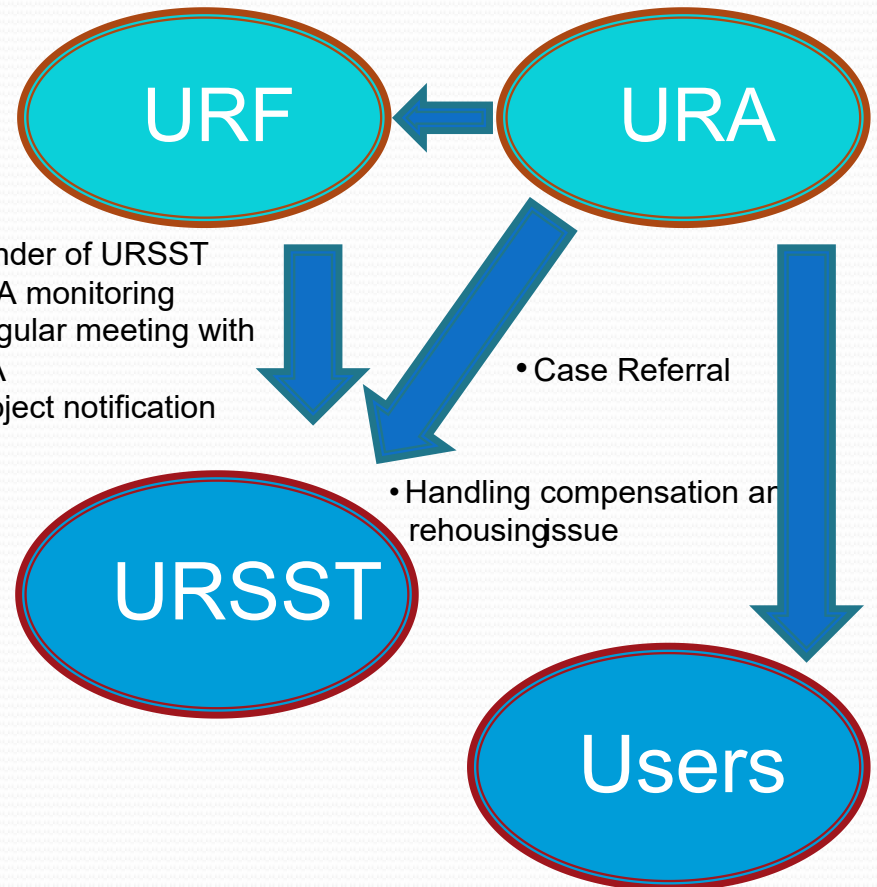
# Funding and Service report system

- Startup fund to URF
- Project Establishment

- Funding Source
- Project Establishment
- Case Referral
- Case Monitoring



- Funder of URSST
- FSA monitoring
- Regular meeting with URA
- Project notification



# Redevelopment Process

## Freezing day→7days

- ◆ Street booths(街站) to remind residents to conduct freezing survey
- ◆ Poster with different languages to notified residents about redevelopment
- ◆ Home visits to residents who are in need with social support (information, financial issue, housing issue, etc)



# Redevelopment Process

**Social Impact Assessment result (objection period)  
from → 3 months - over 2 years**

- ◆ Many residents afraid of redevelopment and forced relocation due to uncertainty situation
- ◆ Projects may be turned down due to objection by the society
- ◆ Indeed, it is a legal procedure more than a consultation procedure

# Redevelopment Process

**Social Impact Assessment result (objection period)  
from → 3 months - over 2 years**

- ◆ Tenants may face to contract end or forced repossession (強  
制收樓) by the owner or sub-tenant
- ◆ Residents tend to be oppressed that they are passive during  
the redevelopment process and lack of information.

# Redevelopment Process

**Social Impact Assessment result (objection period)  
from → 3 months - over 2 years**

- ◆ Residents concern group (居民關注組) is being held to focus on different stages and issues
- ◆ Participating in government consultation meeting that residents can increase their understanding to redevelopment process
- ◆ Invite previous redevelopment projects' residents to share their experience

# Redevelopment Process

## **Project implementation → at least 2 years**

- ◆ Owners start to sell their property(s) to URA
- ◆ Old owners are lack of experience in handling legal process
- ◆ Some owners reject/ postpone the selling agreement due to different reasons that affecting their rehousing process of tenants
- ◆ tenants may face to different problems in rehousing

# Service provided

## Case

- ◆ Handling cases where affected by URA's redevelopment projects
  - Provide tangible needs to those deprived groups
  - To resolve the uncertain emotion between redevelopment process
  - To engage with low motivated or oppressed users to fight for their rights (especially for compensation)

# Service provided

## Case

- ◆ Provide tangible needs to those deprived groups
  - Redeveloped projects are mostly over 50years buildings in urban district
  - Residents include Owners, tenants or ~~tenants~~ tenants(包租公)
  - Their economic status is diversified
  - They are cognitively (understanding to redevelopment) or emotionally (not easy to accept redevelopment) uncomforted to the situation

# Service provided

## Case

- ◆ Provide tangible needs to those deprived groups
  - Economic Support
    - ✓ CSSA
    - ✓ Applying Public House
    - ✓ Rainbow fund/ food bank
  - Legal Assistance application
  - Any other issues that affecting their relocation process

# Service provided

## Case

- ◆ Handling cases where affected by URA's redevelopment projects
  - To resolve the uncertain emotion between redevelopment process
  - Old owners built a deep relationship with the living place that all networks or good memories are connected with the community
  - Those residents who relocated to public houses, they are in need with new network building



# Service provided

## Case

- ◆ Handling cases where affected by URA's redevelopment projects
  - To engage with low motivated or oppressed users to fight for their rights (especially for compensation)
  - As some owners are not familiar with the redevelopment policy, they tried to force tenants to stop the tenancy
  - They may in the **Powerlessness Oppression** situation that “inhabitations in the development of one's capacities, a lack of decision making power in...disrespectful treatment because of the status one occupies”(B Mullaly,2007)

# Service provided

## Case

- ◆ Handling cases where affected by URA's redevelopment projects
  - To engage with low motivated or oppressed users to fight for their right (especially for compensation)
  - Accompany with users to face the problem and provide information or resources for them to continue their actions towards oppression
  - A mediator between the unbalanced situation
  - Ownervs tenant
  - URAs Service users

# Service provided

## Group(居民會)

- ◆ Groups are freely joint near to the redevelopment project
- ◆ Residents concern group to share information, discuss concerned topics and social actions
- ◆ Build up social networks for oppressed group
- ◆ Election of representative(s) to join/express ideas to related government officers
- ◆ Promote social inclusion for redevelopment projects



# Service provided

## **Group**

**Residents concern group to share information, discuss concerned topics and social actions**

- ◆ At the very beginning, oppressed group has no technical expertise or authority in their work( Young, 1990) that they may face to a powerlessness situation towards the social issue
- ◆ For redevelopment project residents, they may not understand the coming process or professional/legal knowledge to handle their problems

# Service provided

## Group

**Residents concern group to share information, discuss concerned topics and social actions**

- ◆ Concern group is to share information of redevelopment process and related policies/ Laws and regulations
  - Urban Renewal Authority Ordinance
  
  - LANDLORD AND TENANT (CONSOLIDATION)
  
  - ORDINANCE
  
  - Public Housing application

# Service provided

## Group

**Residents concern group to share information, discuss concerned topics and social actions**

- ◆ Share information to different stages of redevelopment (Freezing day...objection period...implementation...)
- ◆ Get to know their situation lead to a higher control to their own lives
- ◆ See if they would join the planning process or URA meetings to increase their participation to the redevelopment process

# Service provided

## Group

**Residents concern group to share information, discuss concerned topics and social actions**

- ◆ Share information to different stages of redevelopment (Freezing day...objection period...implementation...)
- ◆ Get to know their situation lead to a higher control to their own lives
- ◆ See if they would join the planning process or URA meetings to increase their participation to the redevelopment process

# Service provided

## **Group**

**Election of representative(s) to join/express ideas to related government officers**

- ◆ Group members may not all be available to join government meetings or related programs (consultation programs... hearing...)
- ◆ After joining those programs, representative(s) will share the experience and information collected



# Service provided

## **Group**

### **Promote social inclusion/community building for redevelopment projects**

- As redevelopment always lasts for few years, those residents may live together for a long time
- Group opportunity to promote inclusion/community building
- Social supports, understanding to neighbors, communication with EMs, etc

# Service provided

## **Actions**

- ◆ Communication with URA  
Express opinion or ideas to improve their living
- ◆ Introduce redevelopment to the society  
Exhibition to show old cities or redeveloped projects to arise social awareness of redevelopment

# Challenges and opportunities

## Resources restrictions

- ◆ This project provide a high amount of program resources that we can use for programs and cases;but
- ◆ It may touch the bottom line of URA that they can react by project review
- ◆ <https://hk.news.appledaily.com/local/realtime/article/20161204/56003337>

## High worker client ratio that gives you space for new initiative

- ◆ About 1:200 users
- ◆ Low FSA that workers can do extra works



**Break**

# Funded projects

## The third way policy approach

Market

Government



<https://www.policyaddress.gov.hk/0809/chi/webcast.html>

# Funded projects

## The third way policy approach



132. 對於社會矛盾，包括貧富差距、大企業與小市民的利益平衡，我認為首要是發展經濟以帶動社會繁榮，投資教育以促進社會流動。助人自助才是脫貧的根本方法...

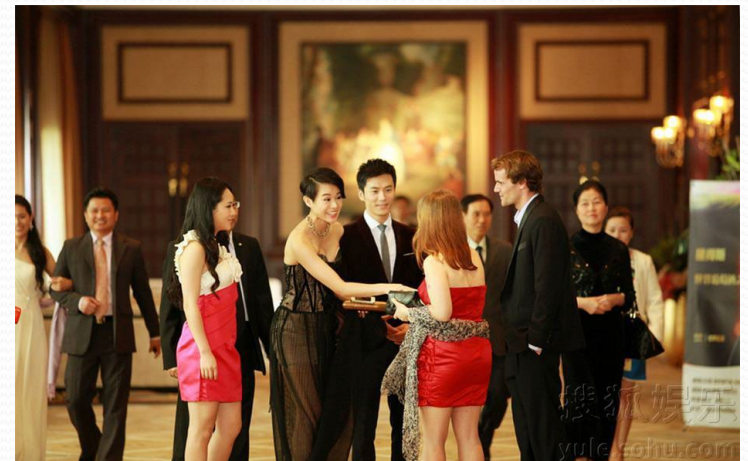
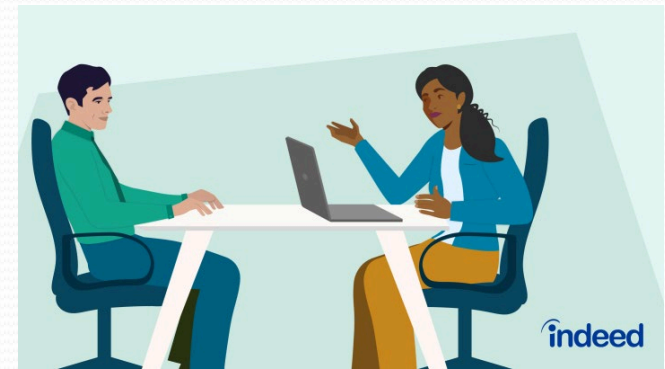
133. 我們要重新認識八十年代關於香港發展的一些重要概念，放棄二元對立分析方法...經濟上，自由市場與政府干預不應視為絕對對立。市場不是萬能，干預不一定是萬惡。市場失效時需要政府介入；市民利益受損時，也需要政府監督。社會發展上，多元文化生活及綠色環境有助提升香港的競爭力。

134. 回顧國際政治發展，今天已經走出六、七十年代意識形態對立的局面。左右翼政黨都在尋求一條中間的第三條道路，極端激進的政治、經濟與社會發展理念都失去民眾支持。我堅信正義、平等、自由及中庸之道，爭取最大的社會利益。在政治、經濟、社會方面都是走溫和、利益平衡、協調及共識之路，而不是走對抗、鬥爭及衝突之路。

# Funded projects

## The third way policy approach

- ◆ Promote a new kind of welfare approach which increase the responsibility of citizens in redistribution of resources
- ◆ Promote “self-help” by increase employment and create job opportunities
- ◆ Reduce government burden by increasing personal property



# Funded projects

## Private funding and Public funding are supported

- ◆ Government encourage NGOs to network with private funders or enterprise
- ◆ Encourage Social Enterprise
  - ◆ [https://www.had.gov.hk/tc/public\\_services/en\\_self\\_reli/index.htm](https://www.had.gov.hk/tc/public_services/en_self_reli/index.htm)
- ◆ Reduce funding to form new units



# Funded projects

- ◆ Most of the social welfare services are subsidised and monitored by SWD
- ◆ However, the community development field is only a minority of service...

- 
- How can we survive?

# Funded projects

- ◆ Enterprises are encouraged to create foundations with not only donation of money, but also cooperate with NGOs to provide “Projects”
- ◆ Government established/ promoted projects instead of SWD funded programs to reduce social burden
- ◆ <https://www.ciif.gov.hk/>
- ◆ <https://www.clapforyouth.org.hk/tc/>
- ◆ <https://www.striveandrise.gov.hk/>

# Funded projects

- Characteristics of projects
  - With a specific project aim
  - Time-limited
  - Monitored by designated board of foundation
  - Promoting creativity, service gap filling or any other aim by the funder

# Funded projects

## Characteristics of Project

	Private funding	Government funding	Subvented service
Funding source	Enterprise/ billionaires/ group of charities	Government Bureau	Government- SWD
Period of subsidy	Variable according to funding guideline		Permenant/ until contract review
Service delivery mode	Mostly designed by Ngos	Mostly designed by funding source	Structured by FSA
Budget Variability	High	Low	By LSG model
Manpower	Variance according to negotiation	Variance and not negotiable	Stable and long lasting
Sustainability	High	Low	High
Administrative work	Low	High	High
Service output	What do you think?		

# Service delivery

- New public estates community services





# funded project

## Opportunities and Challenges

What do you think about the project bidding model?

- What is the relationship between funder and NGOs?

Is it an evil of a project-based welfare service?

- Creativity vs sustainable service

河蟹

[https://www.youtube.com/watch?v=LpTQ\\_2fjXqo](https://www.youtube.com/watch?v=LpTQ_2fjXqo)

Unstable of career?

- Lost of talented community worker



# Online service provision

- Why do we need online services?
  - COVID-19
  - Expanding service coverage
  - Creativity
- Mode of services
  - Online to online
  - Online to offline
  - Offline to online
  - Mixed mode



# Online service provision

- Online to online
  - Engagement->Contracting->Assessment->intervention->termination
  - People may be unfamiliar to each other
  - Service boundary?

# Online service provision

- Online to offline
  - Engagement->Contracting->Assessment->intervention->termination
  - Reason for going offline
  - Attendance issue
  - Sustainability

# Online service provision

- Offline to online
  - Engagement->Contracting->Assessment->intervention->termination
  - Technical issue (Support from centre)
  - Interaction with preparation
  - Decision making to return to offline

# Online service provision

- Mixed mode
  - Engagement->Contracting->Assessment->intervention->termination
  - Technical issue (Support from centre)
  - Interaction for live member and online members

# Online service provision

	Online to online	Online to offline	Offline to online	Mixed mode
Recruitment	Open to public	Open by unsecured	Closed group with limitation	Free choice to users
Budget	Low	Fair	Low	High
Attractiveness	High	Low	Low	Fair
Preparation	Fair	High	Low	High
Technical support	Low	Low	High	Very High
Group dynamic	Low or even nil	Low	Fair	High
Effectiveness	High	Fair	Low	High
Crisis	Fair	High	Low	Low
Difficult level	4	1	3	2

# Look back...

## **Traditional community development service and nowadays project based service**

- ◆ Are they also facing a limitation of shortage of funding or restriction by their funders or organization?
- ◆ Is the organization so important for a community worker?
- ◆ How can we survive as a community worker?
- ◆ <https://youtu.be/gvCUNQaYdxo?t=2913>

# Tips and skills for your placement

## ◆ Research and information resources

- Library
- Census
- Widenews

## ◆ References page

- APA format
- <http://www.citationmachine.net/>



# Preview

## **In practice approach, we will...**

- ◆ Reviewing theories and approaches that related to community development
  
- ◆ Assessment and intervention practice with:
  - ✓ ABCD model (Assets Based Community Development model)
  - ✓ Narrative approach
  
- ◆ Skills practice with
  - ✓ Home visits
  - ✓ Street Booth
  - ✓ Residents Concern group



# END



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