

# **Final Report**

## **Consultancy Study to Review the Appointment of Urban Renewal Social Service Teams for Services to Residents Affected by URA-implemented Redevelopment Projects**

**To**

**Urban Renewal Fund Limited**

**Submitted by**



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### ***Special Note by the URF:***

*This report was prepared by the Consultants' team independently. The opinions and recommendations presented in the report do not necessarily reflect the views of the URF.*

## INTRODUCTION

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### Background

#### *The establishment of the SST*

1. The Urban Renewal Authority (hereafter “URA”) has set up the urban renewal Social Service Teams (hereafter “SSTs”) soon after its establishment in 2001 to provide assistance and counselling services to residents affected by its redevelopment projects to minimise any disruption to their livelihood.
2. On 9 February 2002, the URA (URA, 2002) started to have initial service agreements with 3 NGOs (Figure 1) for the setting up of SSTs to provide support to residents affected by its early projects in Wan Chai, Tai Kok Tsui and Sham Shui Po. In the two-year contracts, the annual funding for operating each social service team included a fixed lump sum fee of HKD600,000 and a ceiling cost of HKD100,000 for programme-related expenses.

Figure 1: SST projects in 2002

NGO	Location	SST number
Methodist Centre	Wanchai	1
The Salvation Army Hong Kong and Macau Command	Tai Kok Tsui	1
Christian Family Service Centre	Sham Shui Po	1

3. In the agreement, the SSTs should carry out their operations independently and work closely with the URA's front line staff to realise the mission of the URA, which includes redevelopment, revitalisation, preservation and rehabilitation (4Rs). The participating NGOs also had high expectation toward such cooperation.

The organisation looked forward to working hand-in-hand with the Authority to achieve the goal of urban renewal and bring compassionate care to the residents affected. (Lieut.-Colonel Ian Southwell, Officer Commanding of the Salvation Army) (URA, 2002)

This was a good partnership of the NGO and the Authority. Together, the professional social service team and the URA's front-line staff can help the affected residents in facing the changes and problems brought by the urban renewal process. (Ms. Nora Yau, Director of Christian Family Service Centre) (URA, 2002)

We are pleased to be appointed to operate a social service team through an open and fair tendering process. The Methodist Centre would strive to provide the best services to cater for the social needs of the residents. (Mr. Norman K.W. Lo, General Secretary of Methodist Centre) (URA, 2002)

## *Service Reviews*

4. In April 2008, the URA has completed an internal review of the appointment of SSTs with the following recommendations:

- “Widen the current Scope of Services by explicitly spelling out the requirements for a social work longitudinal programme for monitoring and mitigating the damage of the social network of the concerned residents.
- Maintain the fixed term of 2 years contract for each SST subject to further extension (at most twice, each lasting for one-year) annually exercised by the Authority (provided that the SST concerned can pass the necessary performance assessment); and normal exit clause.
- The appointed NGO should offer a social work degree holder with at least three years of working experience as the team leader of SST, and 2 social work diploma holders (or equivalent) with two years of working experience to be the members of the SST;
- To invite experts to help design a system for evaluating the performance of SSTs.
- To provide a total staff cost of HKD2,250,000 for a 2-year SST contract. This represents an increase of HKD1,050,000 or 87.5% of existing contract sum.”

5. During the Urban Renewal Strategy (hereafter “URS”) review from 2008 to 2011, the issue of independence of SSTs from the management of URA was raised. Two studies, one commissioned by the URA directly and another commissioned by the Development Bureau via the URA, reviewed the future directions of SSTs (Chui, 2009; Law, Chui, Wong, Lee, Ho, & Lee, 2010;). Adopting the recommendations of the latter study, the new URS (February, 2011) stated that the SSTs will be funded by the Urban Renewal Trust Fund which is set up with endowment from the URA (Article 39). The SSTs will directly report to the Board of Trust Fund. The aim of this construction is to build a “fire-wall” between the URA and the SSTs to make the SSTs more independent from the URA, at least, to be seen as more independent.

## **About the Study**

6. Following the establishment of the Urban Renewal Fund Limited (hereafter “URFL”), on 26 March 2012, it commissioned our research team to review and make recommendations on various matters relating to the appointment of SSTs. To achieve the objectives of the review, the study team had gathered relevant documents and reports available from the URA, the URFL, concerned SSTs, and also our archive established while conducting those SST relevant reviews in the past to conduct desktop study from March to April 2012 to review the service development. From May to June 2012, a series of interviews and focus groups were arranged with the key players (Appendix I) to understand the current practices, problems encountered, and

their concerns to fill the gaps left by documents review. Relevant data collection activities of the review are summarised in the table below.

Figure 2: Data collection of the study

<b>Date/ Period</b>	<b>Activity</b>	<b>Data type</b>	<b>Informant</b>
Mar-Apr 2012	Desktop study	Relevant documents and reports (from URA, URFL, HKU research team)	
May 2012	2 Interviews	Interview recording and supplementary data from funding body and work partner	URA URFL
May 2012	2 Focus group	Interview recording and supplementary data from service deliverers	Supervisors and team leaders of all the concerned SSTs (6 persons) URA project staff (5 persons)
June 2012	1 Discussion Forum (As observer)	Service feedback from service receivers and social workers and recommendations from organiser (It was organised by a working group of the Hong Kong Council of Social Service in response to this SST review.)	Affected residents and frontline social workers (around 50 persons)

7. The informants mentioned in the table above included representatives from the URA, the URFL, the supervisors and team leaders of the 3 SSTs concerned, and also some affected communities. During these interviews and focus groups, notes were kept and data gathered from different stakeholders were triangulated and compared to support further analysis.

8. The following discussion will follow the aspects (A - F) listed in the scope of study of the tender documents that concern SST appointment to facilitate reading.

## DISCUSSIONS

9. The figures below present the relation between the URA and the SSTs before (Figure 3) and after (Figure 4) the enactment of the new URS and the establishment of URFL in 2011.

Figure 3: Relation between the URA and the SSTs from 2002 to 2011

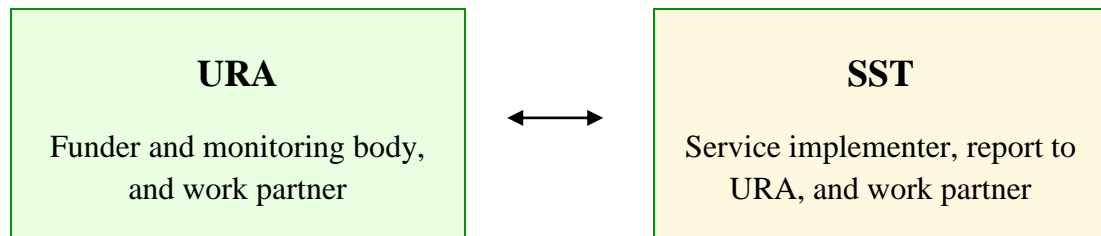
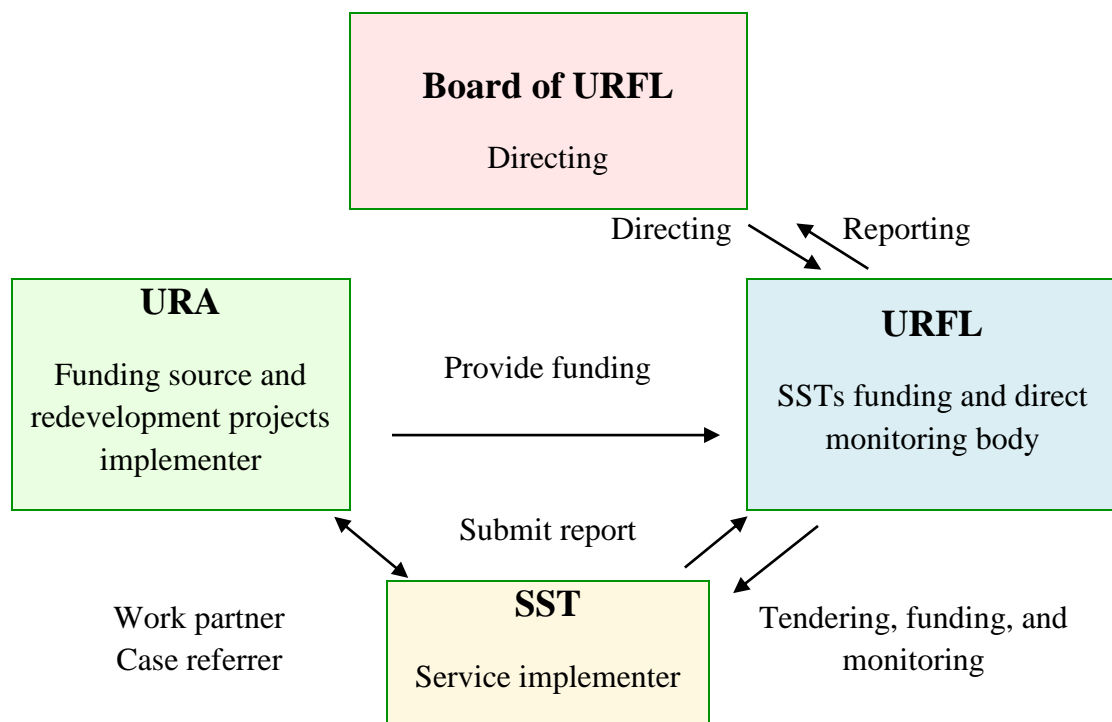


Figure 4: Relation between the SSTs, the URA and the URFL after 2011



10. During the transitional period, 1-year contracts<sup>1</sup> were awarded to the existing SSTs by the URFL to continue with their services to both old and new projects in their respective districts of their project areas.

11. In the study process, some old and new issues are being brought up by the stakeholders and may impede the development of SSTs. The discussion below will look into these issues and make recommendations accordingly.

<sup>1</sup> The contracts are effective from 1 January to 31 December 2012, and the contract terms in general are the same as the old one, but have revised the funding amount with reference to the civil servant pay scale.

## **A. Tendering process**

### *Contract period*

12. When the SSTs were still under the monitoring of the URA, the contract term was 2-year. Considering that at the termination of a SST contract, there might be some cases at hand that the SSTs had to provide follow up services, such services mostly would be provided by the subject SST through annual extension of contract (at most twice, each lasting for 1-year) to be exercised by the URA, provided that the SST concerned can pass the necessary performance assessment. With the benefit of continuous services to existing residents in the project areas, in past practices, URA mostly would continue awarding the contract to the respective NGOs.

13. A working group of the Hong Kong Council of Social Service suggested to extend the contract period to 5 years and the SSTs concerned have to conduct mid-term evaluation after 2.5 years (that is 2.5 + 2.5), but the idea was disagreed by the residents with reasons such as the flexibility of longer contract is lower and this also increases the challenge on service monitoring.

14. However, there are some problems with the contract length of 1 year, in terms of extension. This will increase the challenge on staff recruitment and retention for the SSTs. The issue will be compounded when additional projects are picked up by the SST during the year of the 1-year contract and additional staff is required.

15. Another issue is the short notice of project commencement. Though it is possible that additional human resource can be provided, the knowledge of the URFL and SST about the commencement of projects is almost simultaneous with the public project announcement of the URA. Inevitably, the SSTs will have to deploy existing staff to start the work in the new project immediately and by the time new staff can join the team, it would be a few months later. The strain on human resource will have a negative impact on both new and old projects under the same SST. On the other hand, owing to the substantial stakes involved in redevelopment projects and confidentiality reasons, the URA cannot release the project information to other parties including the URFL and the SST prior to its public announcement and freezing survey that immediately follows.

16. Recently, many URA projects are quite small, particularly for demand led projects. According to the SSTs, small projects are almost equally demanding as bigger projects, particularly in terms of community programmes at the early stage of redevelopment projects.

17. The current tendering and contracting practice is primarily district based (except the Kwun Tong Town Centre redevelopment project). As project of URA can be announced at any point of time during the year, tendering by redevelopment project base is not practicable. For example, the Hong Kong Island team and the Yau



Tsim Mong, Wong Tai Sin team have taken up all the projects in their service districts. This is also more cost-effective in view of the small and variable project size.

18. There is also another concern related to the termination of SST service contract that may not be synchronized with the duration and the end of redevelopment projects started during existing SST service contract. If an NGO failed to obtain a new contract period upon the end of the current contract, then cases that are handled by the current NGO may have to be transferred to another new NGO picking up the new service contract. Prior experience in urban renewal process tells us that it is very difficult to transfer cases, particularly difficult and vulnerable cases, to a new NGO, when rapport has already been built between the residents and the social workers of the existing NGO.

*Shortlisting of tenderers and assessment criteria*

19. The URFL also found the current organization selection criteria not specific enough, the service operators can be NGOs or any political and community groups. It is therefore not easy to decide the invitation list and also to avoid interest conflict. Besides, in the SSTs selection process very much weighting, with around 60% (Appendix II), has been put on the track record and district networking. There are only 4 NGOs<sup>2</sup> with direct SST experience ever since its establishment in 2002 and the current assessment criteria deter new players to join the service. While some NGOs like the Caritas - Hong Kong and The Mong Kok Kai Fong Association Chan Hing Social Services Centre running community centres in different districts would have relevant experience in working with the local residents and have strong local networks, yet these NGOs did not join the tender process as they consider that there may be role conflicts.

20. While the choice of NGOs may be limited, but currently there are only 15 SST social workers, and the experience may spread too thin if we have too many NGOs involved. It is therefore necessary for the URFL to strike the balance between expanding choice and keeping the experience base not spreading too thin.

***Recommendations***

21. We recommend that tendering of SST should remain as district based.

Figure 5: Number of old buildings (aged over 40)<sup>3</sup>

<b>HK Island</b>		<b>3,449</b>
Central & Western	1,253	

<sup>2</sup> The current 3 NGOs plus the Methodist Centre.

<sup>3</sup> Data extracted from the building data base maintained by the Home Affairs Department (HAD) as of January 2010.

Eastern	605	
Wan Chai	1,318	
Southern	273	
<b>Kowloon West</b>		<b>4,289</b>
Kowloon City	1,468	
Sham Shui Po	1,185	
Yau Tsim Mong	1,636	
<b>Kowloon East</b>		<b>373</b>
Wong Tai Sin	159	
Kwun Tong	214	
<b>NT West</b>		<b>378</b>
<b>NT East</b>		<b>260</b>
<b>Total</b>	<b>8,749</b>	

22. We noted from Figure 5 that while the Central and Western District, Wanchai, Yau Tsim Mong have more than 1000 older buildings (aged 40 or more), we would expect that the private sector will be more active in urban redevelopment in these districts. On the other hand the numbers of older buildings in districts of the New Territories and Kowloon East are relatively small, i.e. less than 400 in each of the respective region. Though, under the new URS, there are no longer clearly spelt out target areas, URA urban redevelopment projects may still take place in any one of the above regions. We, thus, recommend to divide Hong Kong into three major areas plus Kwun Tong Town Centre project as a separate contract<sup>4</sup>, namely,

- (i) the Hong Kong Island;
- (ii) Sham Shui Po and Yau Tsim Mong [possibly include the New Territories West];
- (iii) Kowloon City, Wong Tai Sin, and Kwun Tong (except KT Town Centre) [possibly include the New Territories East]

23. A “2 + 2” year contract term (instead of 2 + 1 + 1) is recommended, and the second two-year contract extension should be decided not less than 6 months before

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<sup>4</sup> We should also note that there is a need for the URFL to discuss with URA related to the duration of contract of SST for Kwun Tong Town Centre with regard to estimation of time when all cases have been relocated and the six months follow-up action period has expired.

the expiry of the first two years. If existing NGO failed to obtain new contract in the same area, phasing out arrangement should be made so that service to on-going redevelopment projects can continue with the new NGO picking up new projects.

24. The URFL may consider selecting NGOs with SWD subvented service only to leverage on experience of service performance monitoring process, such as Service Quality Standards. NGOs with community work (community centre, Neighbourhood Level Community Development Project) and Integrated Family Service Centres (IFSC)<sup>5</sup> experience should have priority. Moreover, the existing assessment criteria also require more refinements. For example, on track record, the rating of the existing NGOs with SST should be depending on past performance that can be high or low.

25. To avoid the issue of short notice while at the same time to protect confidentiality of URA project commencement, it is recommended that the URA provides the URFL indications of the potential human resource need for SST service needs on district basis<sup>6</sup> half yearly, so the URFL can arrange to provide additional resources if needed to the respective NGOs with sufficient advance notice.

## **B. Scope of service and service standards**

26. As spelt out in the new URS, there are two new types of urban redevelopment projects that would be taken up by the URA, namely, demand-led projects and projects where the URA plays a facilitator role.

27. For a demand-led project, the initiation comes from the owners of a prospective project site. Through a designated application process, the URA selects a given number of projects each year and includes these projects in its annual business plan which is submitted to the Financial Secretary for approval. Once it is included in the business plan, the demand-led project will not be much different from a URA initiated project. The work of a SST for this type of projects would be quite similar to other URA initiated projects.

28. For projects where the URA serves as a facilitator, the URA will not be doing all the acquisition work and most of work of URA would be completed once a potential buyer has been brought in. Subsequently, the redevelopment project will not be much different from a redevelopment project in the private sector.

29. During this study, one suggestion received is to extend the service target of SST to redevelopment projects in the private sector in view of many people in disadvantage are affected and cannot receive adequate support. Currently, some of

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<sup>5</sup> IFSC Workers are familiar with Compassionate Rehousing application procedures.

<sup>6</sup> The indication would be about the number of additional SSTs in units of 0.5 team. Please see also the later recommendations on human resources for SST in a later section. By doing so, the URA does not have to disclose the exact number of households or projects involved in each respective area. Such information can be based on the approved annual business plan of the URA, which also include demand led projects.

these affected residents may request for help from the SSTs and the SSTs may refer them to the neighbouring community centres, if there are any.

30. One suggestion raised during the study is to expand the service of SST to cover the whole older urban areas, so that the SSTs can begin developing relationship with residents in the district and when a new redevelopment project is announced, the SSTs should have already built up relationship with the various stakeholders in the area concerned. Similar suggestion was made during the URS review (2008-2011) and was rejected.

31. In considering whether the service target should be extended to cover private sector redevelopment projects (including projects where URA serves as facilitator role) or to cover the whole old urban area, it is necessary to take note of the existing networks of services available to residents in the community (Figures 6). Moreover, the legislative framework, the policies and dynamics among stakeholders in private sector redevelopment is very much different from those in projects under the URAO.

Figure 6: Different types of work performed by different bodies<sup>7</sup>

Type of work	Bodies involved
Social Planning	Community Centres (CCs)
Community Organizing	Publicly Funded: CCs, Buildings Department (BD) SSTs, URA SSTs, URA partnering local organizations, HAD District Building Management Liaison Teams (DBMLT)  Not directly publicly funded: District Council members  Others: Political Parties
Policy Advocacy	Publicly funded: CCs, URA SSTs  Not directly publicly funded: District Council members  Others: Political Parties, pressure groups, and advocacy groups
Case work with needy families and individuals	BD SSTs, URA SSTs and other social service units in the community whenever needed  NGO engaged by HK Housing Society operated in Property Management Advisory Centres (PMAC) for elderly residents

32. Furthermore, under the purview of the Development Bureau, there are pilot schemes to support owners affected by private sector redevelopment, namely

<sup>7</sup> Law, C.K., Chui, E., Wong, Y.C., Lee, K.M., Ho, L., Lee, V. (2010) *The Study on the Future Directions of Providing Social Work Services within the New Urban Renewal Strategy to be Formulated*. University of Hong Kong (Report submitted to the URS Review Steering Committee, July 2010)

mediation services and support service to elderly owners. At the time of study, these pilot schemes are still under the process of review.

33. Another suggestion related to the scope of service is the possibility of extending the services of SST to building rehabilitation programmes. Similar to the discussion above, we should note that there is already a quite elaborated network of somehow overlapping services to building management and rehabilitation, namely, the BD SSTs, URA partnering local organizations, HAD DBMLTs, PMACs of HKHS, and also possibly District Council Members and political parties.

34. For service standards, currently there is no output standard and no outcome standard provided by the URFL. The problem is that the existing data on various types of output per SST are also not sufficient to establish benchmarks for output or outcome standards at this stage.

***Recommendations***

35. Basing on the discussions and reasons mentioned above, we do not recommend any changes to the Scope of Service, which by default includes demand-led projects already, i.e. status quo. While we do not consider the existing support provided to owners and tenants affected by the redevelopment projects in the private sector as adequate, we see this as a major policy issue under the purview of the Development Bureau. If there is a change in the scope of service in this direction, such policy directives should be coming from the Development Bureau, as the resources of the URFL come from the URA, i.e. basically publicly funded.

36. For service standards, we recommend that at least one year after the improvement of the existing service monitoring system, and when sufficient data have been collected to enable the establishment of benchmarks for output, the URFL will then be able to establish a reasonable set of output standards.

**C. Funding standards and manpower strength**

37. The funding of SST is composed of a fixed lump sum fee and the out-of-pocket expenses. The fixed lump sum fee will include but is not limited to all staff costs including staff supervisor fee, MPF contribution, end-contract gratuity, back pay of salary increase, severance payment, long-service payment, and insurance payments.

38. The calculation of the fixed lump sum fee is basing on the manpower establishment of different teams which is roughly estimated according to the caseload of the projects concerned, and additional manpower is on discretion/negotiation basis. It is assumed that each standard SST team can serve 800 – 1000 cases, and the standard SST manpower establishment is as below.

Figure 7: Standard SST notional team establishment

Staff	Number
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Supervisor (SWO)	1/5
Team Leader (ASWO)	1
Team Members (SWA)	2
Clerical Assistant (CA)	1
<b>Total</b>	<b>4 1/5</b>

39. Apparently, there are variations on case number and manpower needs at different stages of work marked by the announcement of project (start of freezing survey), the acquisition offer by the URA, land resumption order if any, all occupants relocated, and end of six months after relocation. For instance, after announcement of project, most of the work of SST would be related to group and community programmes and getting acquainted with the residents, and when acquisition begins there will be more case work related to compassionate rehousing and assistance to help residents to relocate and to readjust after relocation. Though the SSTs have provided updated service statistics to the URFL regularly, the data currently received by the URFL do not enable the estimation of workload at different stages of project development.

40. The number and location of redevelopment projects may affect the workload of SSTs. For example, While a project involving 300 households may have more casework than another project involving only 74 households, yet at the beginning stage after project announcement, the amount of work such as street exhibitions and residents forums and meetings, and liaison with various parties would be more or less similar. Thus, simply counting caseload may not be sufficient to reflect the actual workload of SSTs. The funding calculation method may need to be revised accordingly to produce a more appropriate funding estimation. As shown from the tables below, from 2009 to 2012, the project number of the Salvation Army has increased from 10 to 17 (70%), and its project-worker ratio has increased from 2 to 2.43 (21.5%). We should also note that the projects served by the Salvation Army SST spread across Sham Shui Po to Wong Tai Sin.

Figure 8: The manpower of the Salvation Army SSTs in 2009, 2010, and 2012

Year	Prof. staff	Households	Households/worker	Projects	Projects/worker
2009	1TL & 4 SW	1410	282	10	2
2010	1TL & 5SW	1950	325	12	2
2012	1TL & 6SW	2809 (1624)	401.28	17	2.43

Note: The updated household number is in bracket.

41. The differences on project, case, and social worker ratio among different teams in Figure 9 further highlight the need for reviewing the manpower calculation of the SSTs. The existing allocation of resources to various SSTs is primarily historical and does not appear to be proportional to the number of projects or number of cases. Unfortunately, the data available at the time of study do not allow for more precise estimations.

42. We should also note that the issue mentioned above is not just related to the number of social workers. For instance, clerical and administration support at team level also appears to be out of proportions. For instance, while the Salvation Army SST has to serve 15 projects with only one clerical assistant, the CFSC SST has two clerical assistants to serve only 1 project.

Figure 9: Existing SSTs and notional establishment

<b>NGOs</b>	<b>Districts</b>	<b>No. of on-going redevelopment projects</b>	<b>No. of cases (households and operators) as of 30/4/12</b>	<b>Notional establishment</b>
<b>SA</b>	YTM, WTS, KLC, SSP	15	1714	7.2 SW, 1 CA
<b>CFSC</b>	KTTC	1	317	6.2 SW, 2 CA
<b>SJS</b>	HK	3	85	2.2 SW, 1 CA

\* The fraction represents the fractional establishment for supervisor.

43. The design of the out-of-pocket expenses, including programme costs, at a ceiling payment of HK\$100,000 per year per SST is also being considered to be “unfair”. The Salvation Army SST serving 15 projects and over 1700 cases received the same ceiling amount as the St. James’ Settlement serving three projects and 85 cases. Moreover, we noted that the ceiling amount of programme fee has not been reviewed since the establishment of the SSTs in 2002.

44. Another concern of NGOs is that the current central administration cost of the SSTs, such as human resource management, financial management, staff training and development, was not supported. For instance, the Chief Executive of the respective NGO would still have to spend some time, no matter how infrequently, to ensure that the quality of services provided by the SST; the head office has to do the recruitment, training, handle payroll, provide the information technology support in dealing with financial matters, and so forth. All these costs are currently indirectly absorbed by the Lump Sum Grant provided by the Social Welfare Department to these NGOs under its subvention.

45. Some SSTs also suggested to increase the funding standard to attract degree holders or more experienced social workers.

### ***Recommendations***

46. In regard to the variation in workload and nature of work at different stages, we have attempted to examine the workload of different SSTs in the study process, but the data available are not detailed enough to reflect the work of individual projects at different stages. A broad brush approach on funding standard is therefore recommended for the coming tendering procedure and perhaps can be modified after sufficient data have been collected by the URFL in the coming few years to make it possible to refine the funding formula.

47. We recommend to use the notional cost (the sum of mid-point salary of the respective salary scales used by the government) of a standard SST (Figure 7) as a basis of funding calculation, with the number of cases to serve as a basis to work out the number of standard SST required. Details are spelt out in Figure 10.

Figure 10: SST Staff ratio

<b>Case number*</b>	<b>Number of Notional Standard SST</b>
Below 400	1/2
400-799	2/3
800-999	1
1,000-1,499	1.5
1,500-1,999	2

\* Case number refers to the number of households (residential) and number of operators (commercial).

48. The number of cases would be worked out by the URA as only the URA has possession of such information. Furthermore, as recommended earlier, the URA will inform the URFL on half yearly basis, the possible number of additional standard SST that may be required<sup>8</sup>.

49. For the staff cost or personal emolument (PE) calculation of the URFL, it is based on the mid-point salaries of the civil servant master pay scales (MPS), the funding standard should be sufficient to support NGOs to recruit quality social workers as any other subvented NGOs.

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<sup>8</sup> It is possible that the number of cases may be dropping instead of increasing. In this case, the URFL would have to seek more information from the URA as regard to whether it is appropriate for the URFL to start wind-down the resources to the respective SST, for instance, whether such reduction of cases is only transitional or will last for a year or more. Such possibility should also be clearly spelt out in the tendering process.



50. For the amount of out-of-pocket expenses, we recommend to benchmark with Other Charges (OC)<sup>9</sup> received by NGO community centres under the Lump Sum Grant (LSG) of the Social Welfare Department. Currently, OCs are provided on a lump sum per project basis. Currently, the OC for community centers is about 6% of the total salary (excluding provident fund) of the service team<sup>10</sup>. As the staff structure is calculated according to the caseload, using this formula to replace the existing level of out-of-pocket expenses can better address the resource needs of different projects and teams.

51. Instead of a reimbursement arrangement, we recommend to replace the approval and reimbursement procedure by a simple OC lump sum grant making reference to the list of approvable items adopted by the SWD for community centres.

52. The URFL may consider providing the overhead administration cost of about 5-8%<sup>11</sup> of the PE to the SSTs to cover the essential human resource management, finance management, and central administration support provided by the NGO.

53. To facilitate the URFL to make concise needs and resources estimation and planning, enhancing the reporting and evaluation design may help to collect more concise information on the workload of SSTs to support this. Relevant recommendations will be elaborated in the corresponding paragraphs under the *monitoring, reporting, and performance evaluation* session below.

#### **D. Monitoring, reporting, and performance evaluation**

54. At present, the URFL will assess<sup>12</sup> the performance of the SSTs and report to the Board regularly. Nevertheless, there is no standard indicator and reporting format provided to facilitate the monitoring work. For example, the SST will submit quarterly service statistics to the URFL together with some descriptions on their work, and some SSTs may simply submit the household numbers of different projects irrespective of the actual case numbers that may have been changing at different stages of work. This creates a big challenge to the URFL in assessing the performance of the SST and making precise estimation of the changing of needs of different projects so as to produce proper funding plan.

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<sup>9</sup> Other charges include utilities, food, administrative expenses, stores and equipment, repair and maintenance, programme expenses and income, transportation and travelling, insurance and miscellaneous expenses.

<sup>10</sup> The calculation is based on the subvention for the six community centres of the Caritas-Hong Kong in 2012/13. If including provident fund, the ratio will be around 5.6%

<sup>11</sup> Two NGOs, which the principal investigator of this study served as Board Directors, after recent detailed full costs analysis, have used 8% as the basic overhead central administration cost for service units. The Community Care Fund used 5% as the basic administration overhead cost for the delivery of its assistance programmes by government departments or NGOs.

<sup>12</sup> The SSTs have to follow the report requirements listed in the tender document and to submit reports to the URFL. Individual SST also will propose the service indicators in their proposal. The URFL will make reference to these when assessing their performance.

55. The existing evaluation design has been over-reliant on self-reporting from the SSTs. Some informants suggested that the comments of service clients and immediate partners (URA) should also be included in the evaluation on the performance of SSTs as they are the service receivers or partner, and their comments count. While the URA has continued with submitting feedback form on the performance of the SSTs half yearly to the URFL, there is a lack of clients' feedback.

56. In the past, there were regular work meeting between the URA and the SSTs to ensure that both sides know the current stage of project development and the work plans of their partners to facilitate them to better plan for their work and also to provide better services to the affected residents. Following the taking over of the SSTs by the URFL and the change in work relation between the SSTs and the URA, the formal regular communication platform has ended.

57. There is also no replacement platform established to serve similar purposes. There were also some feedbacks from the residents and the URA that currently there is no mechanism to handle the complaints on unsatisfactory service or mal-practice of SSTs to ensure the accountability of the service.

58. One reason for the establishment of the URFL is to provide a firewall between URA and SST so as to enhance the independence of SST. Nevertheless, it is necessary to design a constructive communication mechanism among the URFL, the URA, and the SSTs to ensure the parties involved have good grasp on the progress of the work and the problems (or potential problems) they are facing to work together to ensure the quality and effectiveness of service. This also can facilitate the URFL to make more concise assessment and sound service and funding estimation for the SSTs.

### ***Recommendations***

59. Establishing an evaluation mechanism that can gather comments from different stakeholders, including the service implementers, major work partners, and clients, can support a more comprehensive and also more objective service assessment. At the same time, knowledge base formed by different sources and format of data, such as service statistics and feedback of key stakeholders, can provide stronger evidence to support service planning. These data can be gathered from the following sources.

- Standardizing the existing SST report format. Providing common assessment templates, languages, and aspects (Appendix III) to facilitate the URFL to gather precise and essential data from the SSTs. This, at the same time, can facilitate the report writing work of the SSTs.
- Collecting feedback from the URA regularly through standard evaluation form (Appendix IV).
- Either the URFL itself or by providing additional funding to different projects<sup>13</sup> for them to engage a third party to conduct outcome evaluation.

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<sup>13</sup> Reference is made to the practice of The Community Investment and Inclusion Fund (CIIF).

The neutral position facilitates the researchers to gather the views from different stakeholders, particularly the affected residents<sup>14</sup>.

60. We have explored the possibility of getting the feedback of residents through the tracking surveys of the URA. These surveys have been commissioned by the URA and conducted by third parties in different URA projects to ensure the objectivity of data. Though using data from these tracking studies can reduce the cost and effort of URFL from initiating another study, currently the URA only conducts tracking studies for a small number of their projects.

61. When conducting the evaluation above, it is important to ensure the transparency of the evaluation work to avoid mistrust or misunderstanding. For example, all the involved parties should be informed about their rights as the informants, and the functions and outcomes of these evaluations should be made available to the SSTs for their reference in making service enhancements.

62. As one possible way to facilitate the monitoring and reporting of service statistics, the URFL may consider establishing an e-platform for this purpose. And if such an e-platform is to be established, it can also be used as the knowledge management platform for the sharing of knowledge and experience among the limited number of SST social workers.

63. To enhance the accountability of SST, the following suggestions made by stakeholders are useful:

- The Board of the URFL with experts on urban renewal can help to oversee the work of the SSTs and provide useful feedback and advices;
- There is a need to establish simple and clear feedback/complaint channels and procedures which are to be made known to the public;
- The SSTs should take the initiative to clearly present their objectives and responsibilities in leaflets, posters or websites, and to describe their relations with the URFL and the URA to avoid the public's misunderstanding of their roles and responsibilities, and hence establishing a better understanding of the independent status of the SSTs.

## **E. Working relationship and coordination mechanism among the SSTs, the URA and the URFL**

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<sup>14</sup> One possibility is to seek the cooperation of the URA in its freezing survey to obtain the consent of the affected cases to provide the relevant contact information to the evaluation team so that the evaluation team would be able to contact the relevant cases at two points of time, namely before offer made by URA and acquisition, and six months after relocation. The first contact is essential for the evaluation team to build up the contact so that even after relocation they may still be able to do the follow-up. Some incentives would be required for this kind of follow-up study such that the affected individuals would be willing to provide the follow-up contact to the evaluation team. Mobile phone numbers if available can better ensure continuous contact even after relocation.

### *Independency issues*

64. The Development Bureau has considered the feedbacks and suggestions received from the URS review and the SSTs service reviews, and some changes have been made accordingly to enhance the independency of work of the SSTs, such as the forming of the URFL. As there has been no new NGO joining the service and no big controversy found in the current projects in the last several months, no obvious problem has emerged so far, and it is also a bit premature to comment on the impact of these changes.

65. Nevertheless, some issues on the tripartite relation between the URFL, the URA, and the SSTs are observed and worth noting. For example, the SSTs still find that co-locating at the Neighbouring Centre of URA give residents the impression that the SSTs are under the URA and this adversely affects the SSTs in building up trust and relation with the residents. Lately, following some changes on the URA Neighbouring Centre arrangement, two SSTs, Mong Kok and Kwun Tong teams, have moved out and found new offices near their project areas. The Salvation Army was able to rent an office at Portland Street at the 2<sup>nd</sup> floor of a commercial building with HKD 26,000 per month, but the contract terms of the new Kwun Tong SST office of the CFSC are relatively complicated, they have to pay the rates, air-condition fee, and some other charges separately, it is at the 8<sup>th</sup> floor, and they had to confirm the deal in 24 hours with the agent. Besides, CFSC had to spend quite some time and effort to search and negotiate with the owners, then it also had to spend several months, May to September, to conduct renovation work to ensure that the office can serve the purposes. The effectiveness of asking the SSTs to rent premises according to their contract length is questionable.

66. There were some worries on the accessibility of using upstairs office. In H18 (Graham Street/Peel Street) project, the SST was also using premises at the 2<sup>nd</sup> floor. According to the experience of URA, even they had signs and instructions to show the office, the drop-in of residents was reduced. Residents might not bother to go up and simply to express their discontent. Besides, both the CFSC and the Salvation Army had encountered some difficulties in finding suitable offices as listed below.

- Availability of suitable premises (have to consider such issues as the land use, accessibility, and rent).
- The contract terms and prices in the private market may fluctuate and vary a lot and there is no rent reference to guide the NGOs to find premises.
- Normal approval procedures may take months. In private market, this is a major barrier.
- Short contract period makes it difficult for the SSTs to find offices and to negotiate rent.

67. We noted that while the ground floor may be an obvious advantage, the most important factor is the visibility of the service centre to the people in the district. If a service centre is located in a prominent location where residents of the district will be able to see it very often when passing by, it would be easier for residents affected by URA redevelopment projects to find such a centre and seek services. Furthermore, the more “permanent” the location is, the easier it will be for the residents in the district to recognize it.

68. In view of the difficulty in finding suitable premises from the private market, the SSTs have proposed to ask the URA to rent those vacant ground floor shops in the project areas to the concerned SSTs. Such proposal may only be applicable in project like Kwun Tong that is bigger and is conducted by phases, but it may not be applicable to other small projects, and even when such premises became available it would be quite a number of months after the commencement of the redevelopment project. The feasibility of such option is low.

#### *Work relationship and communication*

69. As shown in Figure 3 and Figure 4, the work relation between the URA and the SSTs has changed after the URS review and the forming of the URFL. The objective of the new arrangement is to allow the SSTs to be seen as independent, while the SSTs still have to work closely with the URA to provide adequate services to the people affected by redevelopment.

70. As mentioned, in the past, there were established communication platform and regular meetings to support effective information flow and cooperation at work. Following the change in relation, both the URA and the SSTs found that the URA is no long in the position to organise and hold these meetings, and therefore such practice has ended. The URA will still organise briefing to the SSTs and the affected residents when starting new projects, but then the SSTs and the URA may only contact each other while necessary, particular on case basis. In the study, as noticed insufficient communication has resulted in some confusion of facts, roles, and responsibilities and has negative impact on the work relation and trust among different parties and this finally may affect the service quality. The problems could be even more serious when there is any turnover in service team leaders or supervisory staff in the SSTs.

#### *Recommendations*

71. We recommend that the URFL should consider renting premises at different districts concerned, instead of asking the NGOs to do so. The advantage of the method is that this can fulfil the basic criteria that the office can be stable, visible, convenient and accessible to target users. For example, if the offices are under the URFL, it can commit longer contract with the premises owners, and the location will become more stable. If this is the case, even upper floor premises will still be

acceptable as long as there is clear and big signage outside the building to enhance the visibility of the SST service centre.

72. In this way, the URFL or the NGOs also need not bother with the problems on finding offices for short and small projects. This method also makes it easier for the URFL to find suitable premises, get better contract terms and offers, and increases the flexibility in choosing/changing SST service operators. The down side of this arrangement would be shifting of the workload of finding, contracting, and maintaining such premises from the NGO to the URFL.

73. Considering the communication issues, as mentioned in our previous SST reviews (Law, et al, 2010, Chui, 2009), there were certain extent of misunderstanding arising from the possible different interpretations and/or perceptions of the scope of work and role of SSTs. The new tripartite relationship and the separation of the URA and the SSTs office have further widened the communication gap. It is obvious that even under the new arrangement, all three parties have different expectations and interpretation on the new arrangements and that for sure will have an impact on work relation and trust building and hinder the operation and development of the SST services. Such confusion is also normal in the process of reorganisation or restructuring of services.

74. Nevertheless it is essential for the URFL, the URA, and the SSTs to come together to work out and agree on the work details (the new roles and responsibilities of different parties on aspects like administration, communication, and reporting/monitoring) to support a more effective and sustainable partnership to enhance the quality and accountability of service. This can be achieved by establishing some mechanism to ensure an effective, communication, work relationship, and coordination of work among these parties.

75. For example, establishing communication platforms and some regular formal and informal sharing sessions amongst the respective frontline staff of the URA and the SSTs to explicitly share their possible divergent interpretations and working patterns (Chui, 2009) are essential to ensure the effectiveness and quality of service. Particularly when there are new players who have no relevant experience and are unfamiliar with the stages of works or practices of different work partners, such mechanism should serve to support them in carrying out their work properly.

76. Furthermore, regular progress report and planning meeting among the respective frontline staff of the URA and the SST of the concerned districts is an effective platform to identify the insufficiencies and problems encountered in the process of work and they can find out practical solutions together at the same time. We, therefore, recommend that regular management /administration meeting amongst the URFL, the URA, and the respective SSTs should be arranged:

- Half yearly management meeting: the management or supervisory level of all 3 parties can come together to identify issues on old and new projects

and also to discuss the problems found in administration and monitoring matters.

- Quarterly work meeting: to allow the frontline workers of the SSTs and the URA to review and exchange the latest progress of works, review the unmet/ potential needs of the affected resident and projects concerned, share their concerns and confusion on cases, clarify possible divergent interpretations, exchange updates on relevant policies and redevelopment measures, social resources, and to work out solutions together.

77. As the URFL structurally situates between the URA and SSTs, we recommended the URFL to serve as the facilitator and convenors of the above meetings. The URFL also can engage the URA to design structure on the coordination of meetings, such as how district/project base coordination meetings can be structured with reference to their experience.

78. Besides, the URA can also provide the URFL with the latest updates on relevant policies and projects (such as their press release), while the SST can provide URFL with information about their public programmes that they plan to organize in the future, so that the URFL can enhance their coordinating role and facilitate information flow among all these parties.

#### **F. Induction training for social workers of the SSTs**

79. It is essential for the SST workers to possess good understanding of relevant policies, concepts and knowledge. This can also enable workers to help their clients to understand their rights, limits and opportunities in negotiating their benefits. Urban redevelopment projects involve different land and compensation policies and complicated community dynamics. Since the usual social work training does not involve knowledge in urban redevelopment, induction training for social workers of the SSTs is essential.

80. For example, if the workers are confused on the sequence of the acquisition procedure, compensation arrangement, and the general resources available and cannot convey these messages concisely to the affected residents that may impede clients from making decision that is more beneficial and practical to them. This may cause unnecessary service delay, and may even result in misunderstanding and unnecessary conflicts between different parties. Not knowing the limits of negotiation and holding unrealistic expectations may exacerbate unhappy feelings and frustrations on the part of the people affected by the redevelopment project.

81. In our previous SST reviews (Chui, 2009; Law, et al, 2010), the provision of formal induction training to all the SST social workers was recommended:

There may be the need to provide more detailed induction and orientation to their staff working in the SST to appreciate the possible constraints in policy, organizational setting and community dynamics, and thus position themselves better in their working in the SST. (Chui, 2009)

Regular induction training programmes for social workers would also be advantageous to help them acquire the basic understanding of the relevant knowledge in urban renewal, the community dynamics in urban renewal, and the needs of the individuals and families affected by urban renewal. (Law, et al, 2010)

82. The need for the SST workers to possess relevant knowledge is clear. Nevertheless, structured training is still not yet available, and no deliberate action has been taken to improve the situation. The URA will offer briefing on new projects and policy changes to the SSTs as usual, but that cannot replace the function of structured staff training of SSTs. Currently, in general, NGOs have been relying on verbal knowledge transfer within the team to train up their staff. Workers have to learn on the job. They have to look up working files or consult their supervisors or colleagues when they have questions. Unfortunately, the social workers very often do not know what they have to know in the process of work, and hence not even aware of the need to ask.

83. Besides, concerned NGOs found it not cost effective to design and run structured induction training to their SST team members. This is because among all the URFL funded SSTs there are only 15 social workers. There are also very few new staff joining these teams every year, and mostly they will be scattered in different teams, joining at different time of the year, and possibly holding short contracts (say 6 to 12 months).

84. The URA has provided formal training to all new staff, and some of the staff may receive more specific training such as compensation calculation. Besides, the URA will offer 2 general staff training annually; 1 is for new staff, and 1 is for existing staff to refresh their knowledge to ensure that the staff can align their work closely with the development of the organisation. Some basic training kits are ready to support their training. The URA will also update their staff on any concerned projects and policies changes.

85. Another NGO, the Senior Citizen Home Safety Association, also provides services to elderly people affected by redevelopment projects in the private sector recently. It has invited relevant experts, such as lawyers and surveyors, to deliver 5 sessions of training to their workers to ensure that they can properly carry out their work.

### *Recommendations*

86. The need for induction training and relevant knowledge updates are essential to support the SST workers to produce quality service. As there will be changes in the policies<sup>15</sup> and projects concerned in the process of work, one-time induction training

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<sup>15</sup> For example, The Flat-for-Flat (FFF) Scheme provides domestic owner-occupiers affected by the URA's redevelopment projects with an alternative option to cash compensation. The scheme is



is also not sufficient. In view of the number of SST workers is few and they may join the team at different time, it is more effective to develop one standard training kit or if possible an e-learning system to be shared by all the SSTs.

87. Nevertheless, it may not be easy for the URFL or NGO to design and carry out the training themselves for they are not the experts of all the relevant areas. The URFL may outsource the development of the e-learning platform coupled with the training kit and the knowledge management platform to an outside body.

88. For the content of the training kits, as the URA already have developed some staff training materials and they will constantly update their knowledge base, the URFL can seek for their professional support also. The SSTs also have accumulated some knowledge on the relevant social resources available (such as Compassionate Rehousing) and some common case patterns. These two knowledge bases combined together can provide very practical reference for the development of the SST standard training kit. Such training kit should be updated constantly and at least covers the following aspects.

- Basic roles and responsibilities of the SSTs
- The major parties concerned and their roles and responsibilities
- The development and the constraints/controversies of the relevant policies
  - Relevant lands and urban renewal policies
  - Relevant compensation policies and probity clause concerned
  - Relevant welfare policies and social/community resources available
- Basic information of the redevelopment project concerned
- Dynamics of the community concerned

89. The training can be conducted in the form of e-training that is accompanied with an e-test. All new SST social work staff members have to enter the e-training system to study the materials and answer some questions to ensure that all the workers have gone through the basic and essential concepts and facts concerned and have certain understanding on them. The use of e-test indeed is also quite common in other professions nowadays.

90. Standard training also can facilitate the communication within a SST and also between different SSTs and other working partners. Therefore, all the existing SST workers and team leaders should be encouraged to go through the training materials. The URFL also can provide half-yearly/annual seminars on policy and practice to further promote better development of knowledge and skills.

91. Either as an alternative, or even better as top-up resource, it would be advantageous for the URFL to provide some resources, such as 1% of the lump sum

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applicable to those affected by the URA's redevelopment projects commenced after the promulgation of the new URS on 24 February 2011, starting with the two projects launched in March 2011. (URA, 2011, November 24)

fee to the NGOs for staff training and development. This can be included in the administration cost or the OC proposed at the *funding standards and manpower strength* section above. This can encourage the social workers of SSTs to enrol relevant accredited courses or workshops, such as conferences related to redevelopment project and mediation skills trainings, with the support of the resources to enhance their relevant knowledge and skills. As the work of SSTs involves various professional skills and knowledge, the SSTs workers should be encouraged to apply for any training fund available for social workers to enrich their professional knowledge and skills to enhance their problem solving ability.

## **SUMMARY REMARKS**

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92. In conclusion, the implementation of the new URS and the new arrangements of SSTs over the last several months have brought about certain impact to the SSTs, and some problems and opportunities led by these changes are being noted by the stakeholders. These problems and opportunities are being reviewed and examined in this study and the relevant recommendations are made.

93. Owing to the limitation of available data for more precise estimation of workload and hence the related resource requirement, funding formula proposed in the study takes on a broad brush approach. For the time being, the proposed funding methodology will simplify the approval and administrative processes and will make the funding fairer to different SSTs and more related to the total caseload. However, variability due to the number of projects of different sizes and also at different stages of redevelopment has not yet been taken into consideration. If the proposed monitoring system and data collection forms are adopted, after a year or so, there would be more systematic data available to fine tune or improve the funding methodology.

94. Lastly, many relevant URS initiatives are newly implemented and their impact to the SSTs is not yet thoroughly shown. It is worthwhile to keep observing the relevant changes and to ensure that the development of the SSTs can align well with the URA redevelopment work in Hong Kong.

~ End ~

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## **APPENDIX I: LIST OF INFORMANTS**

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### **Urban Renewal Fund Limited**

1. Mr. WONG, Joseph Kam-man, Chief Executive, Secretary to the Board

### **Urban Renewal Authority**

2. Mr. LEE, Joseph King-chi, Director (Acquisition & Clearance)
3. Ms. TONG, Michelle Yat-man, Senior Manager (Acquisition & Clearance)
4. Ms. NG, Agatha, Manager (Acquisition & Clearance)
5. Ms. CHOI, Sylvia, Manager (Manager, Kwun Tong Project - Resource Centre)
6. Mr. SO, Ngai-long, Senior Manager (Community Development)
7. Mr. LEUNG, K. C., Manager (Acquisition & Clearance)
8. Ms. CHENG, Stella, Manager (Acquisition & Clearance)

### **Urban Renewal Social Service Team (Urban Renewal Authority funded)**

9. Mr. NG, Charles Ka-kui, Programme Director, Christian Family Service Centre
10. Ms. TSE, Joyce So-hung, Project Development Manager, Christian Family Service Centre
11. Mr. MA, Tom Chak-shun, Team Supervisor, The Salvation Army Hong Kong and Macau Command
12. Ms. LAM, Jessica, Team Leader, The Salvation Army Hong Kong and Macau Command
13. Mr. NG, Sze-on, Team Supervisor, Community Development Services, St. James' Settlement
14. Mr. WONG, King-lai, Team Leader, St. James' Settlement

### **香港社會服務聯會社區發展網絡「關注市區重建策略檢討工作小組」 (Around 50 representatives from the following communities)**

15. Working group members
16. Residents affected in different URA-implemented projects
17. Social workers
18. Social work students

## **APPENDIX II: SST ASSESSMENT CRITERIA AND WEIGHTING**

The criteria and weighting listed below were used in the previous SSTs tendering by the URFL.

<b>SST Assessment Criteria and Weighting</b>	<b>Scores</b>
<p><b>1. On the Organization</b></p> <p>1.1. Track record on community development experience including but not limited to the number of cases successfully handled relating to -</p> <ul style="list-style-type: none"> <li>(1) relocation as a result of redevelopment of accommodation;</li> <li>(2) relocation as a result of termination or expiry of tenancy or eviction by landlord;</li> <li>(3) due to the reasons as mentioned in (1) and (2) or other factors, assistance offered to vulnerable groups e.g. elderly, minority groups, new immigrants etc., in establishing and re-establishing their social networks; in obtaining local welfare services and educational, medical, cultural and religious support; and</li> <li>(4) compassionate rehousing referred to Housing Authority and Housing Society</li> </ul> <p>1.2. Familiarity with the Designated Districts</p> <p>1.3. Availability of support services and network within the organization</p> <p>1.4. Relevancy of experience in community work of the Team Supervisor, Leader and Members.</p> <p><i>Note : Each case should be counted once even it falls within more than one of the categories in item 1.1(1) to (4)</i></p>	<b>60</b>
<p><b>2. On the Work Programme</b></p> <p>2.1. Understanding the objective of the Services and roles for the Team</p> <p>2.2. Identification of key issues, needs, services constraints and requirements</p> <p>2.3. Proposed approach, strategies and work programme for delivering the scope of services</p> <p>2.4. Proposed throughput, outcome and evaluation measurements on level of attainment</p> <p>2.5. Proposed innovative and value-added services</p>	<b>40</b>
<b>Total</b>	<b>100</b>

We recommend to modify the Assessment Criteria by making it slightly more specific and to allow NGOs with no prior experience in SST still able to compete in the tender. Here is an example:

<b>SST Assessment Criteria and Weighting</b>	<b>Scores</b>
<b>On the Organization</b>	<b>60%</b>
<b>1. Track Record</b>	
● For those with existing experience in providing SST	
■ Past Performance evaluated by URA <sup>16</sup>	Max 15
■ Past Performance evaluated by clients <sup>17</sup>	Max 15
■ Past Performance evaluated by URFL	Max 15
● For those without existing experience in providing SST	
■ NGO with experience in community work	15
■ NGO with experience in providing integrated family service centre services or integrated services in Tung Chung	15
2. Familiarity with the dynamics of the district/project area	<b>Max 5</b>
3. Other supporting services network within the district/project area	<b>Max 5</b>
4. With other service experience in the NGO related to urban renewal and/or housing issues.	<b>Max 5</b>
<b>On the Proposed Work Programme</b>	<b>40%</b>
5. Understanding the objective of the Services and roles for the Team	<b>Max 8</b>
6. Identification of key issues, needs, services constraints and requirements	<b>Max 8</b>
7. Proposed approach, strategies and work programme for delivering the scope of services	<b>Max 8</b>
8. Proposed throughput, outcome and evaluation measurements on level of attainment	<b>Max 8</b>
9. Proposed innovative and value-added services	<b>Max 8</b>

<sup>16</sup> Summary scores of URA on the relevant SST on the feedback form will be used for this purpose

<sup>17</sup> This set of information will not be available in the first time of tendering. It is recommended that the maximum mark for this item will be pro-rata allocated to the other evaluations by the URA and URFL.

**APPENDIX III: SUGGESTED SST QUARTERLY/ANNUAL REPORT FORM**

Social Service Team		
Name of Agency		
URA project area(s)		
Reporting Period	From:	To:

**Establishing Contacts with Households**

Number of households in project area(s)	
Number of households visits paid during the period	
Number of households with need assessment completed during the period	
Number of households receiving continuous case work in the period	
Number of households with all case work completed in the period	
Number of households with all case work completed ever since (excluding reopened case work)	
Number of households still rejected SST service till end of period	
Number of households not yet visited in project areas	
Summary of work done related to building relationship:	

**Referral Summary for cases referred by URA**

Number of household cases referred by URA still active at the beginning of period	
Number of household cases referred by URA during the period	
Number of household cases referred by URA and closed during the period	
Number of case reports submitted to URA	
Number of household cases referred by URA still active at the end of the period	



### Case work done during the period

Nature of cases (broad categories, see Annex I)	Number of household cases			
	At beginning of period	Case opened during period	Closed during period	At end of period
Housing need				
Personal social services				
Social Security				
Social network				
Education related services				
Employment related				
Health related services				
Other services: _____				
Summary of the work done related to progress of case work:				

### Summary Statistics of case closed during the period

	No. of cases
Cases closed with objectives achieved	
Cases closed before objectives achieved due to termination by service users	
Cases closed due to change in need and circumstances	
Cases closed after 6 months followed up period	

**Group and Community Work Services provided during the period**

Name of Group/ Community Group	Description of work/activities during the period	Number of group meetings/ sessions/activities held during period	Members registered	Number of participants

Community programme/activities/meetings organized during the period	Description of activities	Members registered	Number of participants
Brief summary of work done at community level related to liaison, engagement, conflict management, etc.			

(For Annual Report Only)

Summary review of work related to the Scope of Work spelt out in the Tender for SST service:
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## APPENDIX IV: SUGGESTED SST PERFORMANCE EVALUATION FORM

<b>PROJECT(S):</b>								
<b>NAME OF SST:</b>								
<b>KEY STAFF:</b>			<b>URA REPRESENTATIVE(S):</b>					
<b>DATE OF COMMENCEMENT:</b>			<b>DATE OF COMPLETION:</b>					
<b>SCOPE AND PURPOSE OF SERVICE:</b> Provide assistance and counselling services to the affected owners and residents in URA projects.								
<b>PERFORMANCE for the period from <u>1.2012</u> to <u>12.2012</u></b>								
<b>CRITERIA</b>			<b>PERFORMANCE MEASURE*</b>					
<b>A. GENERAL</b>			1	2	3	4	5	6
(a)	Have good understanding on relevant urban renewal policies, compensation arrangements, and community resources;							
(b)	Establishing rapport with the URA;							
(c)	Identifying high-risk and genuine hardship cases and to make recommendations to the URA to act on compassionate grounds;							
(d)	Promoting owners' and residents' ability to help themselves and participate in the urban renewal process positively;							
(e)	Assisting affected individuals to express their views, concerns and anxieties about the URA's work and policies, and reflecting these views and concerns to the district management of URA;							
(f)	Facilitating effective communication between the URA and the affected individuals, in particularly to those who have exceptional anxieties and resistance to urban renewal;							
(g)	Providing sufficient service output as required by the service contract and the service plan.							
(h)	Maintaining regular and effective communication with the URA and to work in close cooperation with district front-line staff of URA.							
<b>B. COMPLAINTS RECEIVED FROM AFFECTED OWNERS / RESIDENTS</b>			<b>YES</b>		<b>NO</b>			
<b>C. OVERALL PROFESSIONAL ABILITY</b>								
<b>D. OVERALL ASSESSMENT</b>								
<b>GENERAL COMMENTS:</b>			<b>ASSESSMENT PREPARED BY</b> URA REPRESENTATIVE(S): _____ (date) _____ (date) _____ (date) <b>ENDORSED BY HEAD OF</b> DIV./DEPT.: _____ (date)					
<b>RECOMMENDATION FOR FUTURE WORK:</b>			<b>YES</b>		<b>NO</b>			

\* On a scale from 1 to 6, with "1" being "very unsatisfied" and "5" being "very satisfied".