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**Notes of the 202<sup>nd</sup> Meeting of the Advisory Committee on  
Social Work Training and Manpower Planning (Advisory Committee)  
held on Monday, 20 June 2025 at 10:00 a.m.  
at Room 919, 9/F., Revenue Tower, 5 Gloucester Road, Wan Chai**

**Present:**

Prof MOK Ka-ho	(Chairman)
Mr LO Kin-tak	
Prof Bessie CHONG Pui-san	
Ms Grace CHAN Man-yee <sup>#</sup>	
Ms CHAN Siu-lai	
Miss CHU Lai-ling, M.H.	
Ms Joyce LEE Yuen-sum, M.H.	
Miss Tiffin CHUNG Tin-kwan	
Mr Jasper POON Jia-jun	
Prof NG Siu-man	The University of Hong Kong (representing Professor Amy CHOW Yin-man)
Prof DAI Haijing	The Chinese University of Hong Kong (representing Professor TO Siu-ming)
Prof KWAN Chi-kin	City University of Hong Kong (representing Professor Matthew Garnet MANNING)
Prof Eric CHUI Wing-hong	The Hong Kong Polytechnic University
Prof Steve FONG Fu-fai <sup>#</sup>	Hong Kong Shue Yan University (HKSJU)
Dr CHENG Kam-yuen	UOW College Hong Kong
Mr Henry WONG Hon-cheung	Labour and Welfare Bureau (LWB) (representing Mr Tony YIP Ka-sing)
Mr Bernard KAN Tze-yeung	Social Welfare Department (SWD)
Mr Roland LEUNG Kam-ming	SWD (Secretary)

**In attendance:**

Miss Ann CHAN Chong-lai	SWD	(for item 1)
Mr Mike CHAN Wai-tong <sup>#</sup>	SWD	(for item 4)
Ms Stela TONG Shuk-man <sup>#</sup>	SWD	(for item 4)
Ms Coby CHAN Mei-yi	SWD	
Mr Joseph CHAN Tat-kuen	SWD	
Miss Wendy MAK Wing-yan	SWD	
Mr Andrew KWAN Kai-ming	SWD	
Mr Henry NGAI Yu-tin	SWD	

<sup>#</sup> Attended the meeting via Zoom

**Absent with apologies:**

Ms Catherine WONG Pui-yee	
Dr Jess LEUNG Lam-ming	
Miss Mandy YAU Tze-man	
Prof Shirley HUNG Suet-lin	Hong Kong Baptist University (HKBU)
Ms Jerry JI Sang	Education Bureau

**Item 1: Support measures for non-governmental organisations (NGOs) operating subvented welfare services to facilitate their implementation of the Productivity Enhancement Programme (PEP)**

1. SWD representative briefed Members on the support measures for NGOs operating subvented welfare services to facilitate the implementation of the PEP by way of a set of presentation slides. In the 2025-26 Budget, the Financial Secretary introduced measures to step up PEP, with a cumulative reduction of 7% in recurrent government expenditure by the year 2027-28. To support NGOs in implementing PEP, LWB/SWD had introduced a number of support measures, including shouldering some of the financial burden of NGOs, i.e. the 1% reduction in allocation in 2024-25 and the additional 1% reduction for 2025-26, which would have been applied to all 179 NGOs, had been absorbed by SWD, allowing NGOs sufficient time to prepare for the implementation of the adjusted PEP. For 121 small and medium-sized NGOs, instead of a 7% cumulative cut, LWB/SWD would absorb 4% on a long-term basis and those NGOs would only face a cut of 3% by the year 2027-28. Besides, LWB/SWD afforded NGOs with more flexibility in using their reserve, streamlined cost apportionment procedures and various workflows as well as refining the funding and service agreements so as to enhance NGOs' financial flexibility, improve their operational efficiency and reduce their administrative workload, with a view to sailing through the process.

2. Members appreciated the sharing by the SWD representative on resource optimisation and expressed the following views –

- (a) while the implementation of PEP was a challenge in itself, it also created a chance for NGOs to critically review and streamline their workflow and processes with a view to achieving operational optimisation. NGOs should capitalise on this opportunity to strengthen their internal communication with staff and consider how best to achieve resource optimisation;
- (b) NGOs could share successful stories and best practices on resource optimisation with each other;
- (c) NGOs should carefully manage their resources through careful and meticulous financial planning and projections;
- (d) training institutions (TIs) recognised the importance of training social workers with the related competencies including resource optimisation and accountability in resource management;
- (e) making good use of information technology (IT) in office and service operations could enhance overall operational efficiency and effectiveness by using less resources; and
- (f) NGOs should be innovative and encourage their staff to embrace changes in order to stay competitive in an ever-evolving environment.

3. SWD representative emphasised the importance of maintaining effective and efficient use of reserves and ensuring good corporate governance and highlighted that

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NGOs have the flexibility to set procurement requirements which aligned with internal procedures and industry standards to help enhance operational efficiency. She also pointed out that IT and business process reengineering offered NGOs significant potential to enhance efficiency and achieve substantial cost reduction. Early adaptation of IT solutions could provide a competitive edge and generate savings. She encouraged NGOs to carefully utilise government funding initiatives, such as the Dedicated Fund, for capacity building and technological upgrades.

4. The Chairman thanked the SWD representative for her valuable sharing and encouraged the welfare sector to make use of the opportunity to enhance operational efficiency and upgrade their services in the long run.

*[Post-meeting Note: The presentation slides on PEP have been sent to Members via email on 23 June 2025 for reference.]*

### **Item 2: Matters arising from the 201<sup>st</sup> meeting held on 24 February 2025**

#### ***Task Force on Reviewing Methodology of Social Work Manpower Requirements System***

1. SWD representative reported that the 3<sup>rd</sup> Task Force (TF) meeting was held on 26 May 2025 to follow up on the review of data collection methodology for the purpose of the Social Work Manpower Requirements System (SWMRS) annual updating exercise. After deliberation, TF unanimously endorsed the proposed digitisation of the SWMRS and the related implementation plan, and agreed to recommend the proposal for the Advisory Committee's endorsement. Further details would be reported at Item 4 via Paper ACSWTMP/3/2025 (Digitisation of SWMRS).

#### ***Chinese Mainland Exchange Tours for Tertiary TIs***

2. SWD representative reported that LWB, SWD and Connecting Hearts Limited (Connecting Hearts) had jointly launched the first "Hong Kong Social Work Teaching Staff Exploring the Motherland Tour" in May 2025 to help enhance TI participants' understanding of national affairs, national security and welfare development on Chinese Mainland. The Kick-off Ceremony of the tour, officiated by the Secretary for Labour and Welfare (SLW), Permanent Secretary for Labour and Welfare, Director of Social Welfare (DSW) and Chairperson of the Social Workers Registration Board (SWRB), was held on 13 May 2025. After the ceremony, SLW hosted a tea gathering with the heads / representatives of the social work departments of all 17 local TIs currently offering social work programmes to exchange views on the aforementioned tour, challenges and opportunities in the social work training field, as well as the supply of social work manpower and related matters.

3. SWD representative went on to brief Members that a total of 47 participants from the 17 TIs had joined the tour to Guangzhou which run from 20 to 22 May 2025. Prof Annie TAM of Connecting Hearts served as the head of the delegation, whereas Prof Shirley HUNG of HKBU and Prof Steve FONG of HKSYU as deputy heads. SLW, DSW and Chairperson of SWRB also joined the first day of the tour. Highlights of the

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tour, which had been carefully edited into a 10-minute video clip, was shown to Members for sharing purpose.

4. The tour was well received by participants who considered it not only a valuable learning and exchange opportunity but also an unparallel experience to deepen academic and educational collaboration in social work discipline between Hong Kong and the Chinese Mainland. The tour also created a chance for local TIs, SWRB, LWB and SWD to meet and interflow together. In light of the positive feedback, SWD would explore the possibility of organising similar tours in the future.

5. The Chairman remarked that it was unprecedented for teaching staff of all 17 local TIs offering social work programmes to meet and join a Chinese Mainland exchange tour. He encouraged TI representatives to actively share the experience with their peers and nominate other teaching staff to join the tour when the opportunity so arose.

### **Item 3: Social Work Manpower Requirements System (SWMRS) - Findings of the 2024 annual updating exercise** **[Paper ACSWTMP/2/2025]**

1. SWD representatives walked Members through the major findings of the manpower situation in 2023-2024 and the manpower requirements of social workers in 2024-2025 and 2025-2026 as compiled in the 2024 round of the SWMRS updating exercise.

2. In order to facilitate TIs to arrange their training programmes, the estimated number of new posts, with breakdowns by service areas, in both SWD and SWD-subvented sector in NGOs in two projection years would be included in the 2024 Report.

3. Members opined that the findings largely reflected the manpower shortage of social work sector and shared the following views / observations –

- (a) graduates who had already entered other sectors should not be calculated as graduates potentially available to join social work field; and
- (b) the increase in “overall strength” and the high level of “overall wastage” seemed to be contradictory, considering wastage would reduce the overall number of social workers in the sector.

4. In response, SWD representative stated the following –

- (a) it was assumed that social work graduates who had not yet joined the social work field in the reference year might join social work field in later years. In fact, the calculation of “remaining graduates from previous years” had already assumed a certain proportion of social work graduates would not join social work field eventually and such graduates were excluded from “graduates potentially available for joining social work field” as at end of the reference year; and
- (b) the number of wastage cases for all social work posts was defined as the number of turnover cases minus the number of re-entrant cases in the same reference year

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with the intergrade movement excluded. The change in “overall strength” was affected by both the number of wastage cases and the number of new recruitment cases. When the number of new recruitment cases was greater than that of wastage cases, the “overall strength” could increase even with “overall wastage” remained high.

5. In response to Members’ enquiries over the review of the manpower-planned programme (MPP) for the 2028-2031 triennium, SWD representative reported that the Government had, on an exceptional one-off basis, reinstated the status of the social work discipline as MPP for the 2025-2028 triennium. However, this arrangement would be subject to review in the following triennium. To this end, SWD would continue to monitor the social work manpower requirements and share the SWMRS findings and views of TIs and the welfare sector to EDB in the context of the 2028-2031 triennium MPP review exercise.

6. The Chairman concluded that the Advisory Committee was a useful platform to share social work manpower data and human resource needs of the social service sector, which was essential to facilitate long-term manpower planning.

### **Item 4: Digitisation of SWMRS** **[Paper ACSWTMP/3/2025]**

1. SWD representatives briefed Members on the SWMRS digitisation proposal and the related implementation plan as endorsed by TF and recommended Members to endorse –

- (a) the SWMRS digitisation proposal and the related implementation plan; and
- (b) dissolution of the TF taking into consideration it has accomplished its mission and run its course.

2. Members appreciated the application of IT in updating and upgrading the modus operandi of the SWMRS annual updating exercise and would like to learn more about –

- (a) whether it was necessary to continue collecting personal identifiers after the digitisation of SWMRS;
- (b) the measures to ensure cybersecurity; and
- (c) the privacy protection measures put in place during data collection.

3. SWD representatives responded that it was necessary to collect the hashed value of the Hong Kong identity card number which served as a dummy identifier of social work personnel (SWP) and social work graduates. If such an identifier was no longer available, it would affect data tabulation and hence the accuracy of information as presented in the SWMRS annual report. For instance, the non-entry rate of graduate supply might be over-estimated in the long run. Thus, all the information collected in the SWMRS annual updating exercise was essential to help preserve the authenticity, effectiveness and high referential value of the SWMRS annual report.

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4. The digitised system employed a one-way hashing function, making reversing the hashed value to its original data impossible. Hashing functions played an important role in IT industry in ensuring data integrity, privacy and security. SWD also implemented measures to ensure the information security of the online platform (such as adopting Government Cloud Infrastructure Services to safeguard against cyber-attacks from internet) in accordance with the prevailing IT security policy and guidelines of Digital Policy Office (DPO). In addition to the Security Risk Assessment and Audit, to ensure compliance with the Personal Data (Privacy) Ordinance (PD(P)O), Privacy Impact Assessment and Audit (PIAA) would both be conducted before system rollout and once every two years.

5. SWD attached high importance to observing the data protection principles as enshrined in the PD(P)O. In addition to conducting PIAA, the data collection purposes and intended usage of the data would be specified in the online platform for accessing the digitised SWMRS.

6. After deliberation, Members endorsed the recommendations as stated in paragraph 1 of Item 4 above. SWD representative expressed his gratitude for the Advisory Committee's endorsement of the proposal, and the Secretariat would follow up on the implementation plan accordingly. SWD would also revisit the need to review SWMRS' parameters and assumptions at an appropriate time in the future.

### **Item 5: Any other business**

#### ***Sharing on the latest welfare initiatives***

1. SWD representative shared with Members on the latest welfare initiatives on the 2025-26 Budget.

#### ***Date of next meeting***

2. The next meeting was tentatively scheduled for Q4 2025, with the actual date to be announced in due course. There being no other business, the meeting was adjourned at 12:53 p.m.

**Advisory Committee Secretariat  
December 2025**