

Annual Report

2021-22

年 報



香港青年協會
the hongkong federation of youth groups



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THE COMMUNITY CHEST
會員機構 MEMBER
AGENCY

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History ↘

In 1960, Mr. George Stokes was sent to Hong Kong by the British Christian Welfare Council to develop local youth services. He founded The Hong Kong Federation of Youth Groups, which was then established under the provisions of the Societies Ordinance in 1962 and incorporated under the provisions of the Companies Ordinance in 1970.

In the early days of its development, the Federation's aims were to promote youth services by liaising with other youth organisations and by setting up youth centres in public housing estates. In the mid to late 1960s, the Federation began to expand its services to meet the changing and specific needs of young people. In 1967, a pioneer project known as "Detached Work" was set up to help young people who were unwilling to participate in centralised activities. This was the forerunner of today's Outreaching Social Work.

In the 1970s, a Pilot Youth Guidance Project began to offer advice to young people with emotional or adjustment problems. This expanded into the Youth Counselling Service. The Service March Project was also started at that time, aimed at promoting community service among youngsters. The School Social Work and Family Life Education services began in the late 1970s.

In 1981, the Federation revised its Constitution. Youth exchange projects were initiated in the mid-1980s and with the setting up of the Lee Shau Kee Youth Exchange Fund in 1995, an increasing number of young people were able to

benefit from exchange programmes in varying formats. With the change of sovereignty in 1997, ties between Hong Kong and the Mainland became more frequent, and the Federation began to strengthen its dialogue with Mainland colleagues through regular exchange and training programmes.

Since the 1990s, systematic research on youth issues and concerns became a part of the Federation's increasing programme portfolio. The Youth Research Centre opened in May 1996 to further provide scholarly resources to the community. The Federation also took its first steps into the field of education by setting up two kindergartens-cum-day nurseries in 1997 and 1999. After revising the Federation's Constitution in 1998, the HKFYG Lee Shau Kee Primary School and the HKFYG Lee Shau Kee College opened their doors in Tin Shui Wai in 2000 and 2006.

The 21st Century saw the Federation enhancing existing services while expanding into other arenas of youth needs and concerns. February 2008 marked a milestone for the Federation with the moving of all the administrative departments, and some service units, into The Hong Kong Federation of Youth Groups Building on 21 Pak Fuk Road, North Point. In 2009, the Federation confirmed its focus on twelve Core Services: Youth S.P.O.Ts, M21 Multimedia Services, Employment Services, Youth at Risk Services, Counselling Services, Parenting Services, Leadership Training, Volunteer Services, Education Services, Creativity Education and Youth Exchange, Leisure, Cultural and Sports Services, and Research and Publications.

The last ten years have seen the completion and launch of new premises, with innovative youth services. These include:

- 2010: The HKFYG Organic Farm was set up to promote, practically and through example, the importance of healthy living, sustainable development and environmental conservation
- 2013: The HKFYG Jockey Club Media 21 (or M21), a unique flagship multimedia hub for young people to explore their creativity and innovation through new media
- 2013: The HKFYG Institute for Leadership Development Limited was incorporated as a special purpose company. In 2018, the Institute began formal operations on the site of the former Fanling Magistracy
- 2015: The Jockey Club Social Innovation Centre was formed to encourage young people to be innovative through entrepreneurial activities seeking positive change to the community and environment
- 2019: The HKFYG Hydroponic Farm was set up with the same mandate as the Organic Farm
- 2020: The HKFYG Youth Hostel PH2, the city's first affordable accommodation for working young people under the Government supported Youth Hostel Scheme, was launched
- 2021: With a capacity for 88 overnight and 40 day campers, the redeveloped Jockey Club Stanley Outdoor Training Camp continues to provide all-round training opportunities for young people through a variety of outdoor and water activities

At present, the Federation is the city's largest youth service organisation, with over 250,000 registered volunteers and over 500,000 registered members, and an annual attendance to our services, activities and programmes of nearly six million. With community support, we now have over 90 service units and over 1,400 staff, committed to serving the youth of Hong Kong and encourage youth to reach their fullest potential and grow into responsible and dutiful citizens.

Patrons and Senior Adviser, The Council and Committees

Patron

The Hon. Mrs. Carrie Lam, GBM, GBS
Chief Executive of
the Hong Kong Special Administrative Region
The People's Republic of China
(up to 30 June 2022)

The Hon. John Lee, GBM, SBS, PDSM, PMSM
Chief Executive of
the Hong Kong Special Administrative Region
The People's Republic of China
(from 1 July 2022)

Vice Patron

The Hon. Sir Ti Liang Yang, GBM

Senior Adviser

Dr. Rosanna Wong Yick-ming, DBE, JP

The Council

President

Mr. Wan Man-ye, BBS, JP

Vice President

Mr. Kenneth Chen Wei-on, SBS

Honorary Treasurer

Dr. Peter Tsoi Ting-kwok, JP

Honorary Secretary

Dr. Allen Fung Yuk-lun

Members

Mr. Lester Garson Huang, SBS, JP
Mr. Vincent Cheng Kin-yuen
Mr. Walter Chan Kar-lok, SBS, JP
Ms. Junia Ho Suk-yin, JP (up to 19 August 2022)*
Dr. Hubert Chan Chung-ye, JP
Ms. Clara Shek Ka-lai
Ms. Imma Ling Kit-sum
Dr. Kitty Wu Kit-ying, JP
Prof. Paul Cheung Ying-sheung
Mr. Eugene Liu
Mr. Douglas Lee Kar-yan
Ms. Jennifer Ma Yin-wai
Prof. Timothy W. Tong, BBS, JP
Mr. Raymond Cheng Siu-hong
Mr. Joseph Luc Ngai, JP

Executive Director

Mr. Andy Ho Wing-cheong

Deputy Executive Directors

Ms. Alice Lui Wai-lin
Ms. Angela Ngai Mei-mui
Mr. Wilson Chan Man-ho
Ms. Hsu Siu-man

* Ms. Junia Ho Suk-yin, JP passed away during her tenure and we thank her for her service throughout the years.

Youth Service Advisory Committee

Chairman

Ms. Angela Ngai Mei-mui

Members

Mr. Hercules Chan Kai-ho
 Ms. Nicole Chan Mei-ting
 Ms. Casey Chan Wing-nga
 Mr. Jay Chan Yun-san
 Mr. Ian Chau Yin-wai
 Ms. Kelly Cheng Hui-kiu
 Ms. Cheng Kit-yi
 Ms. Vanessa Cheung Cheuk-nam
 Ms. Corane Chu Ho-yun
 Mr. Anthony Fung Siu-tai
 Ms. Jewel Ho Wing-shum
 Ms. Kitty Ko Ming-sum
 Ms. Kary Kung Yee-ching
 Ms. Vanesse Lai Yuet-chi
 Mr. Tony Lau Hon-yiu
 Mr. Samuel Lau Kin-yu
 Dr. Paul Lee Kong-ngai
 Mr. Lee Tsz-hin (up to 31 August 2022)
 Ms. Vivian Leung Wing-man
 Dr. Ada Li Yuen-yung
 Mr. Lin Pak-tik
 Mr. Benny Ng Ka-chun
 Ms. Annette Ng Si-ki
 Ms. Isabelle Nguy Po-ting
 Mr. Ray Poon Hok-chi
 Ms. Tsang Kit-yi
 Ms. Gladys Wong Hei-yu
 Mr. Wong Pak-lam
 Ms. Jess Yu Ka-wing
 Mr. Yu King-chun

Audit Committee

Chairman

Mr. Edward Kwan Pak-chung, MH (up to 31 December 2021)
 Ms. Imma Ling Kit-sum (from 1 January 2022)

Members

Dr. Peter Tsoi Ting-kwok, JP
 Dr. Allen Fung Yuk-lun (from 1 January 2022)
 Mr. Eugene Liu
 Mr. Andy Ho Wing-cheong

In Attendance

Representative of PricewaterhouseCoopers

Committee on the Provident Fund for the Federation

Chairman

Ms. Imma Ling Kit-sum

Member

Mr. Andy Ho Wing-cheong

Staff Representatives

Ms. Lau Wai-sum
 Mr. Leung Hong-man
 Mr. Choy Chi-lun
 Mr. Leung Wai-man

In Attendance

Representative of HSBC Institutional Trust Services (Asia) Limited
 Representative of Schroder Investment Management (Hong Kong) Limited
 Representative of HSBC Life (International) Limited

Committee on the Federation-Staff Contributory Medical Scheme

Members

Dr. Peter Tsoi Ting-kwok, JP (Hon. Medical Adviser)
 Dr. Kitty Wu Kit-ying, JP
 Mr. Andy Ho Wing-cheong

Staff Representative

Ms. Peggy Siu Wai-chu

Investment Task Group

Members

Dr. Peter Tsoi Ting-kwok, JP
Dr. Allen Fung Yuk-lun
Mr. Vincent Cheng Kin-yuen
Mr. Eugene Liu
Mr. Joseph Luc Ngai, JP
Mr. Andy Ho Wing-cheong

ICT Committee

Chairman

Dr. Hubert Chan Chung-yea, JP

Members

Mr. Wan Man-yea, BBS, JP
Prof. Paul Cheung Ying-sheung
Mr. Raymond Cheng Siu-hong
Mrs. Agnes Mak Tang Pik-yea, MH, JP
Mr. Ken Ngai Yuen-keung
Mr. Joe Yau Kwai-hung
Mr. Andrew Wong Ho-yuen, GBS
Mr. Andy Ho Wing-cheong

Sustainable Development Committee

Chairman

Mr. Joseph Luc Ngai, JP

Members

Mr. Wan Man-yea, BBS, JP
Ms. Junia Ho Suk-yin, JP (up to 19 August 2022)
Ms. Clara Shek Ka-lai
Mr. Douglas Lee Kar-yan
Ms. Jennifer Ma Yin-wai
Ms. Peann Tam Pui-ying
Mr. Brian Shiu Hin-yeung
Mr. Andy Ho Wing-cheong

Board of Advisers of The Hong Kong Federation of Youth Groups' Lee Shau Kee Youth Exchange Fund

Chairman

Mr. Wan Man-yea, BBS, JP

Members

Dr. the Hon. Lee Shau-kee, GBM
Mr. Michael Suen Ming-yeung, GBS
Mr. Kenneth Chen Wei-on, SBS
Ms. Imma Ling Kit-sum
Mr. Andy Ho Wing-cheong

The Incorporated Management Committee of HKFYG Lee Shau Kee Primary School

Chairman & Supervisor

Ms. Alice Lui Wai-lin (up to 31 August 2022)
Ms. Hsu Siu-man (from 1 September 2022)

Members

Prof. Yip Din-yan
Ms. Bonnie Ngan Suet-fong
Dr. Peter Tsoi Ting-kwok, JP
Mr. Chan Kam-cheung, BBS, JP
Mr. Sam Wong Tak-sum, MH
Ms. Wong Hang-yea, JP
Ms. Alice Lui Wai-lin (from 1 September 2022)
Mr. Lin Chun-pong
Dr. Tse Wai-lok
Ms. Ng Pui-yea
Ms. Lui Man-chi
Ms. Lau Fung-ming
Ms. Li Kam (up to 5 January 2022)
Ms. Cheung Ka-yan (from 31 March 2022)

School Management Committee of HKFYG Lee Shau Kee College

Chairman

Mr. Kenneth Chen Wei-on, SBS

Members

Ms. Hsu Siu-man (Supervisor) (from 1 September 2022)
 Prof. Yip Din-yan
 Dr. Angela Cheung Wong Wan-yiu, MBE, JP
 Ms. Bonnie Ngan Suet-fong
 Ms. Melissa Kaye Pang, BBS, MH, JP
 Mr. Chan Tak-hang
 Mr. Richard Lam Yin-cheuk
 Ms. Alice Lui Wai-lin
 Mr. Lin Chun-pong
 Ms. Chau Hiu-wai (up to 31 August 2022)
 Mr. Lam Chi-leung (up to 31 August 2022)
 Ms. Li Man (up to 31 August 2022)
 Mr. Leung Wai-nok (up to 31 August 2022)
 Mr. Chan Shun-hei (up to 31 August 2022)

School Management Committee of HKFYG Kindergartens

Chairman & Supervisor

Ms. Alice Lui Wai-lin (up to 31 August 2022)
 Ms. Hsu Siu-man (from 1 September 2022)

Members

Ms. Junia Ho Suk-yin, JP (up to 19 August 2022)
 Ms. Chen Yuk-chun (up to 31 August 2021)
 Dr. Gail Yuen Wai-kwan (up to 31 August 2021)
 Dr. Chan Wai-ling (from 1 September 2021)
 Ms. Keung Hung-kuen (from 1 September 2021)
 Ms. Alice Lui Wai-lin (from 1 September 2022)
 Dr. Tse Wai-lok
 Ms. Kitty So Shuk-fong (up to 31 August 2022)
 Ms. Chan Fung-yi
 Ms. Chiu Ka-man

Advisory Committee for The HKFYG Leadership Institute

Chairman

Mr. Peter Wong Tung-shun, JP

Vice-chairman

Mrs. Susan Chow Woo Mo-fong

Members

Dr. the Hon. Moses Cheng Mo-chi, GBM, GBS, JP
 Dr. Louis Cheung Chi-yan
 Prof. Paul Cheung Ying-sheung
 Dr. Raymond Ch'ien Kuo-fung, GBS, CBE, JP
 Mr. Fred Lam Tin-fuk, GBS, JP
 Dr. Simon Lee Hoey, MH
 Mr. Joseph Luc Ngai, JP
 Ms. Clara Shek Ka-lai

In Attendance

Dr. Rosanna Wong Yick-ming, DBE, JP
 Mr. Andy Ho Wing-cheong
 Ms. Alice Lui Wai-lin
 Ms. Miranda Wong Ho-ye

Building Management Committee of The HKFYG Building

Chairman

Mr. Walter Chan Kar-lok, SBS, JP

Owner's Representatives

Mr. Andy Ho Wing-cheong
 Mr. Wilson Chan Man-ho

Tenants' Representatives

Quarry Bay Integrated Family Service Centre,
 Social Welfare Department
 The Hong Kong Society for the Aged
 The Neighbourhood Advice-Action Council
 Hans Andersen Club
 Hong Kong PHAB Association
 Sheng Kung Hui St. Christopher's Home
 Hong Kong Children and Youth Services
 SAHK
 Richmond Fellowship of Hong Kong
 The Free Methodist Church of Hong Kong

In Attendance

Synergis Facility Management Limited

From the President ↘

This is the last of my reports as the President of the Federation for the last four years. The time must have been one of those most difficult periods in its history, having to weather through half a year of social unrest and followed by three years of pandemic probably and hopefully with an end in sight in another year. Our services adopt online, offline or hybrid mode according to the circumstances. We adapt, the young people adapt too. I wish that the Federation will develop and strengthen soon a 'new normal' style of operations that benefits the youth more.

During my decades of service at the Federation, I have witnessed the expansion of camps and our headquarter accommodation. In the last four years, we have the Leadership Institute, a youth hostel and a marine sports centre joining the diverse collection of venues operated by the Federation. All these are valuable assets, but their value to our young people could only be realised with new services packaged with the use of these venues maximising their benefits from our ownership.



I have to thank several more enthusiastic Council members. Dr. Hubert Chan chairs the ICT Committee from its inception, adding experts from outside the Council to the committee, which develops IT strategies for Federation operations, youth services and youth employments at all levels in the new IT era. Mr. Joseph Ngai heads the Sustainable Development Committee to support our next generations to face climate change. He will also attempt an early achievement of carbon neutrality for the Federation well ahead of the SAR Government. This is a suitable initiative for NGOs, particularly those subvented by the Government like us, to assist the Government in this sustainability agenda. Learning that one of our secondary school students will enter university at the age of 13, another Council member, Prof. Paul Cheung, formerly Dean of Engineering at The University of Hong Kong, offered to informally mentor the boy. What a great team! This strong team will continue to guide the Federation in its continuing services in the years ahead.

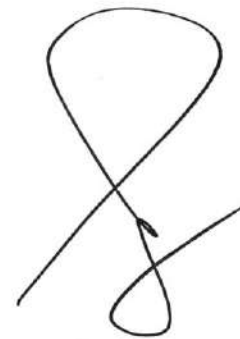
I would also like to take this opportunity to remember one of our dear and esteemed colleagues, Ms. Junia Ho, who sadly passed away while still serving on the Council. We have lost a friend and a champion who had a passion for young people. On behalf of all of us at the Federation, we send our deepest condolences to her family and friends.

The Federation is also so fortunate for its partnership support. I would particularly like to thank the various government departments and agencies, including the Home and Youth Affairs Bureau; the Labour and Welfare Bureau; the Social Welfare Department; the Leisure and Cultural Services Department; the Education Bureau; the Commerce and Economic Development Bureau; the Innovation and Technology Commission; the Tourism Commission; the Hong Kong Housing Society; and the Airport Authority Hong Kong.

I must also thank the Lotteries Fund; The Hong Kong Jockey Club Charities Trust; The Community Chest of Hong Kong; the Au Bak Ling Charity Trust; the Beat Drugs Fund, the Innovation and Technology Fund; the Chan Cheung Mun Chung Charitable Fund; The Coca-Cola Foundation; the Greater Bay Area Homeland Youth Community Foundation; The Hongkong Bank Foundation; the Lo Kwee Seong Foundation; the Partnership Fund for the Disadvantaged; the Simon K.Y. Lee Foundation; the Sir David Trench Fund for Recreation; the Social Innovation and Entrepreneurship Development Fund; the Standing Committee on Language Education and Research; and the Tin Ka Ping Foundation. We are equally grateful for support from CLP Power Hong Kong Ltd.; The Hongkong and Shanghai Banking Corporation Ltd.; King's Flair Development Ltd.; and Rosewood Hotel Group.

Finally, the staff. I would like to thank everyone, from those on the front line to those in the back office. Each person has made their own contribution to the smooth running of the organisation, especially in the last year. Thank you so very much.

After all these years on youth work, I have come to realise that there is no such thing as "youth problem". They do have many problems rather, some inflicted by us – such as the climate change. We shall continue to support the youth to solve their problems in life.



Wan Man-yee

From the Executive Director ↘

The impact of the pandemic has, in many ways, become the 'new normal', but the truth is that we still have to constantly make adjustments to the programmes and services we run. Some can be conducted online, others offline, and many more in a hybrid mode. The 'new normal' also does not take into account the continued disruption to education and extracurricular activities and certainly doesn't seem to have diminished the increasing challenges around wellbeing, mental health and or elevated confidence in the future.

Our response, to all these situations, has been to remain positive, enabling and nurturing young people to continue to grow and grasp opportunities, while learning how to critically face the challenges that lie ahead.

With the invaluable input of our Council, we have set up two special committees. The first is the ICT Committee which is to ensure that every aspect of our work, from administration to programmes and services runs to the highest standards of up-to-date digitalisation. This also means that we have had to renovate some of our youth centres into Smart S.P.O.Ts and transformed some existing services. This process will be ongoing, as we fully understand that technology keeps developing, and youth are its greatest consumer. However, one area in which we must never be negligent is ensuring that all young people, especially those from vulnerable backgrounds, have equal accessibility to technology. It is our commitment, in this ICT age, that digital literacy remains a focus, while bridging the digital divide remains a priority.

The second is the Sustainable Development Committee. More than other challenge facing young people is that of climate change and environmental protection. As we look around the world, and here in Hong Kong as well, many of today's sustainable development activists are young people. They are not sitting idly by, watching the changing weather patterns, some too harsh to even comprehend, but advocate for behavioural change to make a difference. They already know about air, sea and land pollution and they are already leading the march on recycling and wastage. Taking our own encouragement from these amazing young people, the Federation is committed to not only providing further opportunities for learning and trainings on sustainable issues for young people, but also to give them the chance to do something practical. This has included programmes at our Organic Farm and camps, as well as engaging them in more detailed issues such as in net-zero emission campaigns. Sustainability also means that we in the Federation must navigate this issue too, and we are also making sure that at every level, we 'practice what we preach', with the mission of becoming an industry leader as a green and sustainable organisation. In the end, we must build on the passion of young people towards this issue, take inspiration from their willingness to get involved, knowing full well that it is their future that depends on positive actions we can all do today.

These two areas of focus do not detract from all the other services that we carry out. Our continued emphasis on wellness and future skills remains unabated, as does our introduction and exposure for young people to look towards the Greater Bay Area for employment possibilities. Similarly, we persist in getting students in schools to focus on a range of peer related competitions in STEM, creative education and public speaking, building up their abilities as well as confidence when so much is disrupted. Most of all, I am so proud that our volunteering efforts have not stopped. The work of volunteers has been so heart warming, as they call and visit those in need, especially the elderly.



The Federation has had to, like many other service focused organisations, adapt and re-adapt over the past year. That we have been able to do so with very little disruption to our core services is entirely due to the immense efforts of the staff. I am very proud of all their hard work and dedication in carrying out their jobs. They have taken all the challenges in their stride and have remained cheerful and optimistic. Thank you all very much.

I am also very grateful to the support, encouragement and direction of the Council. Their involvement has led to creative initiatives which will go a long way. Our partners, the government, parents, educational institutions, volunteers, friends and the general public, each has contributed in ways that are immeasurable.

And finally, the young people of Hong Kong. You impress me with your energy and enthusiasm even when things are not always easy. You are our inspiration and as always, it is my privilege to say that the Federation is Here for You.

Andy Ho Wing-cheong

Corporate Strategic Development ↘

In 2001 the Federation published its first Annual Plan. Coming as the world moved into a new century, it was part of our process of looking forward with the same enthusiasm and determination that had carried us from our founding in 1960, with a commitment to specific directional goals and measurables. By further setting out a more comprehensive system, we initiated a longer cycle of Five-year Plans that began in 2004-2005.

This process has not waned and now we have before us the Federation's Fourth Five-year Plan (2019-2024) which clearly articulated three strategic pillars for organisational development. These are **Deepening Engagement**, **Enhancing Professionalism** and **Embracing Innovation** into all our services, which is covered by the umbrella of **Healing and Hope** through the fostering of **All-round Wellness** and **Future Skills** in young people.

Each of these elements are linked by the services we are committed to providing, which we believe relevantly address the issues and concerns facing young people today. Within this framework, we have, in the Annual Plan for 2021-22, also added further directions for support and service provision. These are **Digitalisation**, **Sustainability** and **Upskilling**.

Digitalisation

With the Council's support, an ICT Task Group, later renamed the ICT Committee was set up in April 2020, providing advice on ICT in administration, operation and service development and delivery. Highlights this year are:

- The ICT Power Users Development Programme which empowered two cohorts of staff with the mindset, knowledge and skills to drive digital transformation in the Federation



- The revitalisation of Youth S.P.O.Ts to transform them to Smart S.P.O.Ts, with state-of-the-art digitalisation
- The transformation of existing services, like M21 Multimedia Services, as well as the establishment of The Digital Skills Transformation Centre and the Youth Techpreneur Project
- The development of EasySchoolConnect, as the first-ever online portal dedicated to enhancing an effective and efficient working relationship with schools





Sustainability

The Sustainable Development Task Group, which became a Committee, was set up in April 2021 to provide advice on how the Federation could become a sector leader in this critical area. The highlights this year include:

- The development and adoption of a three-level model to engage young people in sustainable development, comprising Sustainability Foundation, Sustainability in Action and Sustainability Leadership
- The in-house sustainability campaign, "Habit+1" to encourage staff and youth to achieve Net-Zero together, echoing the government's Climate Action Plan 2050 and vision of Zero-carbon Emissions. The Federation aims to be more aggressive on this front to achieve our net-zero target earlier than 2050
- Green designs in the camp redevelopment, as well as teaching and actions against food wastage and learning how to compost
- The promotion of environmental sustainability and wellness to schools and community through the camps and outdoor activities centres, as well as two farms
- Active environmental protection through clearing mountain tracks and the seashore of trash and debris
- Encouraging youth to take the lead in sustainability by providing them with more macro viewpoints and exchanges with local and international academics, experts and professionals

Upskilling

To ensure that young people are better able to face challenges, the development of Future Skills has become a focal point of Federation services. These include:

- Providing youth with special education needs (SEN) the possibility of future employment by introducing them to work and plant at the Federation's Organic Farm
- Enabling more students to become involved with STEM projects through experiments, competitions and other activities
- Encouraging staff to do their own 'upskilling' to come up with service innovations which they can then pitch via a Big Idea Day to specific groups based on common concerns

All three of these strategic directions have gathered resonance over the past few years, indirectly sharpened because of the lockdowns due to the pandemic, as well as the need to adapt to the new challenges that everyone was facing.

By highlighting these three particular areas, the Federation believes that it is creating a firm foundation on which young people can not only be able to compete and navigate their futures, but that as an organisation the Federation is shown to be relevantly responsive to all the needs and concerns of young people.



Administration and Finance

Administration

Owing to staff movements among the senior management, as well as the need to strengthen supervisory support, changes were effected in the supervisory structure of the Federation. A new Deputy Executive Director and four new Supervisors were appointed, with the reorganisation of duties among the senior staff. An up-to-date organisational chart can be found on pages 96 – 97 for easy reference.

As of 31 March 2022, the Federation had a staff complement of 1,421 persons. There were 1,201 staff (or 85%) remunerated on contract terms, and 220 (15%) staff on perennial terms.

In line with the Federation's advocacy of "all-round wellness", an in-house Working Group on Workplace Wellness was set up in July 2021. After research and staff consultation, recommendations were made and took effect from 1 November 2021. These included the introduction of a five-day work week, the provision of family leave, as well as improvements to workplace facilities through the promotion of co-workspaces and "SMART Offices".

There were also amendments to the work arrangements in the event of tropical cyclones, heavy persistent rain or thunderstorms. These were made to comply with updated guidelines issued by the Social Welfare Department, with consideration given to traffic conditions and general safety during the late night and early hours in the aftermath of adverse weather.

Measures to cope with the pandemic were also put in place. Special work arrangements were provided and reviewed regularly to balance service continuity and staff safety. At the peak of the fifth wave, staff were encouraged to work from home to reduce social contact from 26 January to 24 April 2022. According to the attendance records, 44% of the duty time dispatched by staff were 'work from home', while there was a 43% physical presence at the service units. The remaining 13% accounted for leave of various kinds. In addition, to demonstrate the Federation's commitment to public health, the "vaccine pass" arrangement was implemented among all staff members from 1 April 2022. The policy of vaccination leave was extended to cover the third dose. The Federation also strived to provide better protection for its staff through anti-epidemic supply procurement and distribution, as well as sanitising offices when staff tested positive.



Corporate Governance and Risk Management

The Federation recognises the importance of risk management as an essential element to good corporate governance. During the year, staff at different levels continued to be involved in the process. The Report on Risk Assessment and Risk Management was prepared and discussed among senior management and then presented to the Audit Committee and the Council for endorsement. The Risk Register contained eight main categories: strategic; financial; human resources management; project management; operational; technological; reputation and compliance. These were further divided into 20 sub-categories.

The external environment was very challenging during the past year. With continuous monitoring by different levels of staff with corresponding mitigation measures, the risks to the Federation, were in general, kept under control.

Close monitoring was made to the risks arising from the sharp rebound of the fifth wave of pandemic, with prompt responses being made to the changing service needs. "Digitalisation", "Upskilling" and "Sustainability" were the directions driving the Federation forward. Efforts were made to address the risks related to talent retention. To address different aspects of technological risk, there was a follow up to the recommendations under the cybersecurity health check, while the three-year ICT Strategic Plan was implemented according to schedule. Staff were arranged to attend different types of trainings, in order to equip them with up-to-date knowledge of the national security law as well as other legal and compliance issues.

Risks reduction was identified in the areas of financial position and management of IT projects. Areas with medium level of risk mainly focused on talent retention and different aspects of technological risk.

As part of risk management, an Internal Audit Office was set up, with a key role to monitor the adequacy and effectiveness of internal control policies and procedures, as well as to evaluate the efficiency of resource utilisation, and monitoring the risk management process. To ensure improvements, reference continues to be made to best practices and industry guidelines. The Office functions independently, and reports back to the Executive Director, Audit Committee and Council.

During the year, five checks on unit-level compliance to procedures were initiated; and another check at the HKFYG Lee Shau Kee College according to the requirements of the Education Bureau for the Governance Review Sub-committee. Financial analyses were conducted on the financial performance of the Summer Youth Programme at the Youth S.P.O.Ts, while reviews were made to the internal controls for EasySchoolConnect and Customer Relationship Management System.

Finance

The total income of the Federation for 2021-22 was HK\$612,107,715. Government subvention, which totalled HK\$304,458,199, remained a major source of income. The Federation also received allocations from The Community Chest of Hong Kong, The Hong Kong Jockey Club Charities Trust and other trusts and foundations for recurrent general expenses and special projects.

The total expenditure at the Federation for 2021-22 was HK\$566,836,381, of which 64% was spent on personal emoluments, 32% on other charges and 4% on rent and rates.

The Federation also received capital grants from the Lotteries Fund Block Grant, Sir David Trench Fund for Recreation and Home Affairs Bureau during the year.

Lee Shau Kee Primary School

The Incorporated Management Committee of HKFYG Lee Shau Kee Primary School was established on 30 August 2008 under the Education Ordinance. For the year ending 31 August 2021, the total income of the School was HK\$52,061,931 and its expenditure was HK\$51,328,359. The operation of the School depends mainly on Government grants from the Education Bureau.

Lee Shau Kee College

The HKFYG Lee Shau Kee College, operating as a Direct Subsidy Scheme Secondary School, is incorporated as a separate company, with accounts prepared up to 31 August of each year. For the year ending 31 August 2021, the total income of the College was HK\$78,400,879 and its expenditure was HK\$67,288,818.

Lee Shau Kee Youth Exchange Fund

The Lee Shau Kee Youth Exchange Fund was established from designated donations, earmarked for specific purposes at the request of the donor and operates as a separate trust.

Details of the results from the operation of and financial reports and statements for the Federation, the Incorporated Management Committee of HKFYG Lee Shau Kee Primary School, the HKFYG Lee Shau Kee College Limited and the Lee Shau Kee Youth Exchange Fund can be obtained from the Federation on a per request basis. The Annual Financial Report on operations subvented by the Social Welfare Department can be found at: hkfyg.org.hk/annual-reports/

Staff Commendation

The achievements of the Federation could not have been possible without a dedicated and committed staff team. Long Service Awards were given to 62 staff members and nine staff received the Staff Commendation Award in recognition of their loyalty and outstanding performance. The award recipients were:



35-Year Award: Ms. Chan Shui-ching, Mr. Ho Wing-cheong, Mr. Wong Tin-wa, Ms. Frenda Lau Lai-ha, Ms. Pun Lai-fong and Mr. Wan Cho-leong.

30-Year Award: Ms. Ngai Mei-wah, Ms. Clare Leung Siu-mui and Ms. Yan Fung-king.

25-Year Award: Ms. Wong Siu-ling, Mr. Tse Koon-man, Ms. Carman Wong Kar-man, Ms. Lam Yin-shan, Mr. Cheng Siu-cheung, Ms. Wendy Wong Wan-toi, Mr. Mak Wing-kee, Mr. Fung Hok-ngai, Ms. Hsu Siu-man, Ms. Kwan Kam-mei, Ms. Choy Chun-lei, Ms. Sandy Fong Oi-ying, Ms. Leong Weng-i, Ms. Chow Suk-ling, Mr. Wong Kin-lun, Ms. Yung Ka-ki, Ms. Lee Mo-yu, Ms. Chan Yuk-mui and Mr. Cheung Ho-yin.

20-Year Award: Dr. Lakshmi Kiran Jacota, Mr. Man Chap-mo, Ms. Irene Ng Wai-ling, Mr. Chan Yu-fai, Ms. Fung Sai-wah, Ms. Lo Yuen-lam and Ms. Clara Yeung Sze-mun.

15-Year Award: Mr. Choi Ka-lok, Ms. Ho Wing-kwan, Ms. Tam Wing-yin, Ms. Chan Wai-ye, Mr. Hui King-chau, Ms. Iris Sham Hoi-li, Ms. Tsang Chui-yan, Ms. Lam Ying-yin, Ms. Lam Chu-chi, Mr. Lau Kei-yip and Ms. Leung Hoi-yan.

10-Year Award: Mr. Pang Kai-lok, Ms. Lau Ka-yu, Mr. Lau Chi-chiu, Mr. Tsang Hing-ye, Ms. Lam Yin-ling, Mr. Wong Chun-ip, Mr. Chak Ka-fai, Mr. Wong Ting-bong, Ms. Tse Siu-lee, Ms. Lam Sau-hung, Mr. Pang Ka-kit, Ms. Chan Pong-hing, Ms. Lee Ka-wai, Ms. Wong Sze-ki, Ms. Lam Wai and Ms. Karen Law Hoi-lam.

Long Service Awards were also given to Dr. Peter Tsoi Ting-kwok, Mr. Wan Man-ye and Mr. Kenneth Chen Wei-on for their respective 35 years, 25 years and 10 years of continuous service sitting on the Council of the Federation.

Staff Commendation Award: Ms. Kwan Hoi-ning, Mr. Leung Siu-kei, Ms. Ho Sui-sum, Ms. Cheung Ching-wan, Mr. Martin Nam Man-ting, Ms. Ip Wing-sze, Mr. Pang Ka-kit, Mr. Ho Kam-pong and Ms. Lam Sau-hung.

Outstanding Programme Awards and The President's Award

The Federation gives in-house Awards to recognise and appreciate outstanding and innovative services and activities organised by different service units.

Outstanding Programme Awards:

First Prize: To "Run 21" of the Youth S.P.O.Ts and Community Team Sports Office

Second Prize: To "Digital SAY" of the Youth Employment Network

The President's Award:

To Community Team Sports Office for its excellent team spirit and cooperation, as well as its ability to respond to needs and to provide relevant services.

Staff Social Committee

Due to the stringent social distancing measures relating to catering premises and the concern for participants' health and safety, the Annual Dinner originally scheduled for 19 October 2021 was cancelled.

The annual Inter-agencies Basketball Tournament and the annual Inter-agencies Football Tournament have been re-opened but suspended again during the year. The Federation basketball and football teams will continue their practice and be prepared for upcoming tournaments when the competitions restart again.