

ANNUAL REPORT 年報

2022-23



香港青年協會  
*the hongkong federation of youth groups*







# Contents

History	2
Patrons and Advisers	4
The Council and Committees	4
From the President	8
From the Executive Director	10
Corporate Strategic Development	12
Administration and Finance	14

## Core Services

Youth S.P.O.Ts	20
M21 Multimedia Services	24
Employment Services	26
Leadership Training	30
Volunteer Services	32
Youth at Risk Services	34
Counselling Services	37
Education Services	42
Parenting Services	46
Creativity Education and Youth Exchange	48
Leisure, Cultural and Sports Services	51
Research and Publications	54

## Development and Support

Partnership and Resource Development	60
Corporate Planning and Staff Training	62
Mainland Affairs	64
Sustainable Development	66
User Experience	67
Information Technology	68
Premises Development	69

## Special Programmes and Projects

Stepping Forward with Commitment for Hong Kong	72
Youth High Speed Rail	73
Strive and Rise Programme	74
NEIGHBOURHOOD First	75
China Week	76
HKFYG Youth Hostel PH2	77
WL Residence	78
Hub for the Future	79
The Dragon Foundation	80

## Competitions and Award Schemes

CLP Energy for Brighter Tomorrows Award	84
Turning Point - Youth Improvement Award	85
Innovation and Technology Scholarship	86
The HKFYG English Public Speaking Contest	87

## Appendices

Financial Highlights	90
Supervisory Staff List	96
Organisational Chart	98
Office and Unit List	100
Office and Unit Locations	108
Donation/Sponsorship Form	207
Acknowledgments	209

# 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.

As needs and expectations changed, we now have Wellness PLUS, set up in 2021, for providing professional services to help young people strive for balance through positive education. We also provide outdoor spaces through our four camps to promote opportunities for individual emotional and physical transformation. And our counselling services have also transformed, from offline to online to now a hybrid mode.

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.

In collaboration with Qianhai Authority, Shenzhen Youth Federation, the Federation initiated Qianhai Shenzhen-Hong Kong Youth Innovation and Entrepreneur Hub (E Hub) in 2013. In 2022, the Mainland Affairs Office was set up to synergise the services of the Federation in the Mainland to enable young people to deepen their understanding of the nation, as they discover opportunities to contribute.

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. Gaining a sharper youth perspective was strengthened by the setting up of a local think tank, Youth I.D.E.A.S. in 2015, engaging professional youth and post-secondary school students to conduct evidence-based research for policy advocacy and communicate actively with policymakers and different sectors of society.

The Federation also took its first steps into the field of education by setting up Ching Lok Kindergarten-cum-Nursery in 1997 and Ching Lok Kindergarten-cum-Nursery (Yaumatei) in 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. KK Cheng Kindergarten was subsequently set up in 2013.

By the turn of the Century, the Federation continued to enhance existing services while expanding into other arenas of youth needs. The highlight was when in February 2008, the Federation moved all the administrative departments, along with 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, Leadership Training, Volunteer Services, Youth at Risk Services, Counselling Services, Education Services, Parenting Services, Creativity Education and Youth Exchange, Leisure, Cultural and Sports Services, and Research and Publications.

This enabled the Federation to launch other innovative services, which included:

An organic farm (2010); a multi-media hub called M21 (2013); the Leadership Institute, incorporated under the name "The HKFYG Institute for Leadership Development Limited" as a special purpose company in 2013 with formal operations in 2018; a social innovation centre in 2015; a hydroponic farm in 2019; and a youth hostel called PH2 in 2020. Various camp sites and outdoor training centres are renovated to meet needs of youth including the reopened Stanley Training Camp completed in 2021.

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 Advisers, The Council and Committees

---

## Patron

The Hon John Lee, GBM, SBS, PDSM, PMSM  
Chief Executive of the Hong Kong Special  
Administrative Region  
The People's Republic of China

## Vice Patron

The Hon Sir Ti Liang Yang, GBM (up to 24 June 2023)\*

## Senior Adviser

Dr Rosanna Wong Yick-ming, DBE, JP

## Adviser to Mainland Affairs Office

Mr Andy Ho Wing-cheong, MH (from 25 August 2023)

*\* The Hon Sir Ti Liang Yang, GBM, passed away during his tenure and we thank him for his unflinching support throughout the years.*

## The Council

### President

Mr Kenneth Chen Wei-on, SBS

### Vice President

Dr Allen Fung Yuk-lun

### Honorary Treasurer

Mr Eugene Liu

### Honorary Secretary

Prof Timothy W. Tong, BBS, JP

### Ex-officio

Mr Wan Man-ye, BBS, JP

### Members

Dr Peter Tsoi Ting-kuok, JP  
Mr Lester Garson Huang, SBS, JP  
Mr Vincent Cheng Kin-yuen  
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 Douglas Lee Kar-yan  
Ms Jennifer Ma Yin-wai  
Mr Raymond Cheng Siu-hong  
Mr Joseph Luc Ngai, JP

### Executive Director

Mr Andy Ho Wing-cheong, MH (up to 24 August 2023)  
Ms Hsu Siu-man (from 1 August 2023)

### Deputy Executive Directors

Ms Alice Lui Wai-lin  
Ms Angela Ngai Mei-mui (up to 31 December 2022)  
Mr Wilson Chan Man-ho  
Ms Hsu Siu-man (up to 31 July 2023)  
Mr William Chung Wai-lim (from 1 August 2023)

## Youth Service Advisory Committee

### Chairman

Ms Angela Ngai Mei-mui (up to 31 December 2022)  
Ms Alice Lui Wai-lin (from 1 January to 31 July 2023)  
Mr William Chung Wai-lim (from 1 August 2023)

### Members

Mr Hercules Chan Kai-ho  
Mr Eddie Chan Kong-man  
Ms Nicole Chan Mei-ting  
Ms Rachel Chan Wai-ching  
Ms Kelly Cheng Hui-kiu  
Ms Vicky Cheng Kit-yi  
Mr Louis Cheung Chun-kwan  
Mr Charles Cheung Tung-ching  
Ms Yuki Cheung Yuk-yi  
Ms Corane Chu Ho-yun  
Mr William Du Fengjie  
Mr Anson Ho Ho-yin  
Mr Dominic Ho Ka-ki  
Ms Jewel Ho Wing-shum  
Ms Rosaline Ho Ying-ye  
Ms Kitty Ko Ming-sum  
Ms Vanesse Lai Yuet-chi  
Mr Samuel Lau Kin-yu  
Dr Paul Lee Kong-ngai

Mr Keith Leung Wai-kei  
Ms Sophie Li Wing-yan  
Dr Ada Li Yuen-yung  
Mr Tony Lin Pak-tik  
Mr Benny Ng Ka-chun  
Ms Annette Ng Si-ki  
Mr Will Wong Loi-yan  
Ms Gladys Wong Hei-yu  
Mr Alex Wong Wai-po

### **Audit Committee**

#### **Chairman**

Ms Imma Ling Kit-sum

#### **Members**

Mr Eugene Liu  
Dr Allen Fung Yuk-lun  
Dr Peter Tsoi Ting-kwok, JP  
Mr Andy Ho Wing-cheong, MH (up to 31 July 2023)  
Ms Hsu Siu-man (from 1 August 2023)

#### **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, MH (up to 31 July 2023)  
Ms Hsu Siu-man (from 1 August 2023)

#### **Staff Representatives**

Mr Leung Hong-man  
Ms Lau Wai-sum (up to 16 March 2023)  
Mr Wong Man-shun (from 1 July 2023)  
Mr Choy Chi-lun  
Mr Leung Wai-man

#### **In Attendance**

Representative of HSBC Institutional Trust Services (Asia) Limited (up to 30 June 2023)

Representative of BOCI-Prudential Trustee Limited (from 1 January 2023)  
Representative of Schroder Investment Management (Hong Kong) Limited  
Representative of HSBC Life (International) Limited

### **Committee on the Federation-Staff Contributory Medical Scheme**

#### **Members**

Mr Eugene Liu  
Dr Peter Tsoi Ting-kwok, JP (Hon. Medical Adviser)  
Dr Kitty Wu Kit-ying, JP  
Mr Andy Ho Wing-cheong, MH (up to 31 July 2023)  
Ms Hsu Siu-man (from 1 August 2023)

#### **Staff Representative**

Ms Peggy Siu Wai-chu

### **Investment Task Group**

#### **Members**

Mr Eugene Liu  
Dr Allen Fung Yuk-lun  
Mr Vincent Cheng Kin-yuen  
Dr Peter Tsoi Ting-kwok, JP  
Mr Joseph Luc Ngai, JP  
Mr Andy Ho Wing-cheong, MH (up to 31 July 2023)  
Ms Hsu Siu-man (from 1 August 2023)

### **ICT Committee**

#### **Chairman**

Dr Hubert Chan Chung-ye, JP

#### **Members**

Mr Wan Man-ye, BBS, JP (up to 18 October 2022)  
Prof Paul Cheung Ying-sheung  
Mr Raymond Cheng Siu-hong  
Mrs Agnes Mak Tang Pik-ye, MH, JP  
Mr Ken Ngai Yuen-keung  
Mr Joe Yau Kwai-hung  
Mr Andrew Wong Ho-yuen, GBS, JP  
Mr Andy Ho Wing-cheong, MH (up to 31 July 2023)  
Ms Hsu Siu-man (from 1 August 2023)

## **Sustainable Development Committee**

### **Chairman**

Mr Joseph Luc Ngai, JP

### **Members**

Mr Wan Man-yea, BBS, JP (up to 18 October 2022)

Ms Clara Shek Ka-lai

Mr Douglas Lee Kar-yan

Ms Jennifer Ma Yin-wai

Ms Peann Tam Pui-ying (up to 31 March 2023)

Mr Brian Shiu Hin-yeung

Ms Vanessa Cheung Cheuk-nam  
(from 1 October 2023)

Mr Andy Ho Wing-cheong, MH (up to 31 July 2023)

Ms Hsu Siu-man (from 1 August 2023)

## **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, JP

Mr Kenneth Chen Wei-on, SBS

Ms Imma Ling Kit-sum

Dr Allen Fung Yuk-lun (from 1 July 2023)

Mr Eugene Liu (from 1 July 2023)

Mr Andy Ho Wing-cheong, MH (up to 31 July 2023)

Ms Hsu Siu-man (from 1 August 2023)

## **The Incorporated Management Committee of HKFYG Lee Shau Kee Primary School**

### **Chairman & Supervisor**

Ms Hsu Siu-man (up to 31 August 2023)

Ms Alice Lui Wai-lin (from 1 September 2023)

## **Members**

Prof Yip Din-yan

Ms Bonnie Ngan Suet-fong (up to 31 May 2023)

Ms Cathy Chui Chi-kay (from 1 September 2023)

Dr Peter Tsoi Ting-kwok, JP

Mr Chan Kam-cheung, BBS, JP

Mr Sam Wong Tak-sum, MH (up to 31 August 2023)

Ms Wong Hang-yea, JP

Ms Hsu Siu-man (from 1 September 2023)

Ms Miranda Wong Ho-yea (from 1 September 2023)

Mr Lin Chun-pong

Dr Hazel Tse Wai-lok

Ms Ng Pui-yea

Ms Lui Man-chi

Ms Lau Fung-ming (up to 31 August 2023)

Ms Cheung Ka-yan (up to 31 July 2023)

## **School Management Committee of HKFYG Lee Shau Kee College**

### **Chairman**

Mr Kenneth Chen Wei-on, SBS

### **Members**

Ms Alice Lui Wai-lin (Supervisor)  
(from 1 September 2023)

Prof Yip Din-yan

Dr Angela Cheung Wong Wan-yiu, MBE, JP

Ms Bonnie Ngan Suet-fong (up to 31 May 2023)

Ms Cathy Chui Chi-kay (from 5 September 2023)

Ms Melissa Kaye Pang, BBS, MH, JP

Mr Chan Tak-hang

Mr Richard Lam Yin-cheuk

Ms Hsu Siu-man

Ms Miranda Wong Ho-yea (from 5 September 2023)

Mr Lin Chun-pong

Mr Pang Wai-chung (from 18 October 2022)

Ms Ho Kiu-kiu

(from 18 October 2022 to 31 August 2023)

Ms Yiu Mun-fong

(from 18 October 2022 to 31 August 2023)

Ms Gui Xiao-qing

(from 18 October 2022 to 31 August 2023)

Mr Pang Chung-him  
(from 18 October 2022 to 31 August 2023)  
Ms Poon Wing-sze (from 5 September 2023)  
Ms Viola Chan Yan-tung (from 5 September 2023)  
Ms Wan Yuk-wah (from 5 September 2023)  
Ms Chui Man-ping (from 25 September 2023)

### **School Management Committee of HKFYG Kindergartens**

#### **Chairman & Supervisor**

Ms Hsu Siu-man (up to 31 August 2023)  
Ms Alice Lui Wai-lin (from 1 September 2023)

#### **Members**

Ms Jennifer Ma Yin-wai (from 28 February 2023)  
Dr Chan Wai-ling  
Ms Keung Hung-kuen  
Ms Miranda Wong Ho-yee (from 1 September 2023)  
Dr Hazel Tse Wai-lok  
Ms Dorothy Chan Fung-yi  
Ms Carman Chiu Ka-man  
Ms Zoe Yuen Ka-po

### **Advisory Committee for The HKFYG Leadership Institute**

#### **Chairman**

Dr Peter Wong Tung-shun, GBS, 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, MH (up to 31 July 2023)  
Ms Hsu Siu-man (from 1 August 2023)  
Ms Alice Lui Wai-lin (up to 31 July 2023)  
Ms Miranda Wong Ho-yee (up to 31 December 2022)  
Mr William Chung Wai-lim (from 1 January 2023)  
Ms Ada Chau Yeuk-kei (from 1 August 2023)

### **Building Management Committee of The HKFYG Building**

#### **Chairman**

Mr Walter Chan Kar-lok, SBS, JP  
(up to 23 November 2022)  
Mr Douglas Lee Kar-yan (from 24 November 2022)

#### **Owner's Representatives**

Mr Andy Ho Wing-cheong, MH (up to 31 July 2023)  
Ms Hsu Siu-man (from 1 August 2023)  
Mr Wilson Chan Man-ho (up to 31 July 2023)  
Ms Deborah Ho Suet-ying (from 1 August 2023)

#### **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

---

As the community emerges from a period of unprecedented challenges and adjusts to post-pandemic norms, I am pleased to report that the Federation has come through these trying times with renewed vigour and sharpened skills to continue our mission of serving young people in Hong Kong.

The Federation rose to the challenges brought forth by the pandemic, not only sustaining our traditional services but also launching new ones. This was due in large part to the remarkable resourcefulness and agility of our staff, who kept a vigilant watch on the needs of young people and delivered inventive and innovative services in a timely manner.

With new skills and tools gained in the past few difficult years, the Federation is now planning a series of new initiatives to renew our position as the most trusted youth services agency in the community. We are finalising a new Five-year Plan that represents the Federation's most ambitious growth-oriented blueprint to date. We hope to bring forth a host of fresh ideas to the youth services sector going forward.

Achieving our aspirations will take tremendous hard work and utmost dedication. I thank all our staff members, many of whom work quietly with little public recognition and put in long hours with passion and commitment, for their role in upholding the Federation's mission and values. Credit should also go to the Federation's management team, for steering the organisation steadily through hard times while always looking out for new opportunities to deepen the Federation's connection with young people. The Federation is blessed to have such a team of consummate youth services professionals that have kept the organisation fresh and focused for over 60 years.

I express my deep appreciation to all our partners, supporters, and friends. Their generous support and guidance allow us to do so much more for the young people in Hong Kong. Above all, we are humbled by the trust they have placed in us, with which we are inspired and motivated to reach for ever higher goals.

I acknowledge the Government of the Hong Kong Special Administrative Region, including the Home and Youth Affairs Bureau and Home Affairs Department; the Labour and Welfare Bureau; the Social Welfare Department; the Education Bureau; and the Development Bureau for their unfailing support and guidance.

The Hong Kong Jockey Club Charities Trust; The MTR Corporation Limited; Hongkong Bank Foundation; the Hong Kong Housing Society; the Hong Kong Science & Technology Parks Corporation; West Kowloon Cultural District Authority; and Airport Authority Hong Kong, among others, have been our generous benefactors and trusted partners over the years.



I thank the Au Bak Ling Charity Trust; Beat Drugs Fund; The Board of Management of the Chinese Permanent Cemeteries; CLP Power Hong Kong Ltd; The Community Chest of Hong Kong; the Greater Bay Area Homeland Youth Community Foundation; Hang Lung Properties; Innovation and Technology Fund; Lotteries Fund; Mental Health Initiatives Funding Scheme; Mitsubishi Electric (Hong Kong) Ltd.; Partnership Fund for the Disadvantaged; The Ping Wo Fund; the Quality Education Fund; Standing Committee on Language Education and Research; Sustainable Development Fund; and the Tin Ka Ping Foundation.

On a personal note, I pay tribute to our late Vice Patron, the Hon Sir Ti Liang Yang, GBM. He was a pillar of our society and a guiding light for the Federation. We are grateful for his lifelong service to the community and blessed and humbled to have been associated with him. We will miss Sir TL dearly.

In closing, I welcome Ms Hsu Siu-man as the Federation's new Executive Director. Siu-man has worked in the Federation for over 25 years, rising steadily in the organisation and serving latterly as a Deputy Executive Director. On behalf of the Federation's Council, I thank Mr Andy Ho Wing-cheong, MH, who is retiring as Executive Director, for his over 36 years of service to the Federation. That he did his job with grace, commitment, passion, foresight, and good humour is a testament to his character as a leader. Because of his vast experience and insight, the Council has invited Andy to stay on as the Adviser to Mainland Affairs Office, and he has graciously accepted our invitation on a *pro bono* basis. We look forward to Andy's continued wise counsel going forward.

I must thank my fellow Council members, who have given the Federation their time, wisdom, and professional expertise generously. Their good humour and enthusiasm have made my job as President so much easier. As we turn a new chapter along with the rest of the community, the Federation's over 90 service units and over 1,400 staff will work as one team, rededicating ourselves to the service of young people in Hong Kong.

We look forward to your continued support!



**Kenneth Chen Wei-on, SBS**

# From the Executive Director

---

As we emerge from this unique and unimaginable last few years, when life was disrupted and our “new normal” became, first online, then hybrid, we can now remove our masks, both literally and figuratively!

This feels like a new start for many of us and we have made strides in adapting – and even introducing new – services to further engage young people. Without exception, these programmes and activities focus on how we can assist young people to build resilience and gain skills or competencies that we know will help them in the future. Just a few highlights are mentioned below:

For the first time we have set up a Mainland Affairs Office (MAO) to build closer links with our partners on the Mainland, as well as better coordinating trips of exchange and experience for young people for them to see firsthand the opportunities that are available for them, particularly in the Greater Bay Area.

With a new Digital Transformation Centre at M21, we go straight to the heart of matter: technology. Ever changing and ever developing, digital literacy, as well as courses in creativity and innovation, including on how to produce and create content, are what is needed both for today, and very definitely tomorrow.

As we witness the increasing devastation around the world caused by fire, water or wind, the urgency of climate change and environmental sustainability is more critical now than ever. We were able to engage young people in the reality of plastic recycling, but more importantly, were also to provide them with opportunities to learn more, change habits and become leaders in a youth-led action on decarbonisation.

To encourage physical health, our redeveloped Stanley Training Camp, which was reopened by the Chief Executive, the Hon John Lee Ka-chiu, GBM, SBS, PDSM, PMSM; the Deputy Director General of the Youth Department of the Liaison Office, Professor Song Lai; and Steward of The Hong Kong Jockey Club, Dr Silas Yang Siu-shun, JP, now features a sustainable green layout. The Camp also encourages young people to try their hand in a range of water sports experiences and training programmes.

To match physical health, we have not neglected mental, emotional and psychological health and our new initiative, Wellness PLUS, will adopt comprehensive and inclusive means to address all-around wellness and well-being.

Finally, in all our planning, we adhere to our core mission and vision: that we are here for the youth of Hong Kong. This has not changed and will not change and of this I am very proud.

I am proud of this now more than ever because after 36 years, I will formally retire from the Federation. During these years, I have had the privilege and honour to work in different units, in different positions, finally culminating as the Executive Director. This has been a remarkable journey, seeing so many changes, both in the needs and challenges of young people, as well as the delivery of services.

While there are many things that I have learnt along the way, the one stand-out is how this job – or calling – is not just mine alone. It is something that is done in collaboration and cooperation, in partnership and passion with the most remarkable colleagues, partners and friends. To all of them then, I say “Thank you”. Thank you for all that you have done, for all that you are doing and for all that

you will do. Your heart, your energy and your enthusiasm has kept me encouraged and supported over these past many years.

To the Council – past and present – I echo this gratitude. With your wisdom and counsel, you have trusted my leadership to go through some very challenging times. To each of you, I owe much. I would especially like to mention the late the Hon Sir Ti Liang Yang, GBM, our Vice Patron. His amazing tenure in public service was a role model to all of us and even in his retirement, he never stopped giving back. This is something I too wish to emulate. I would further like to thank Mr Kenneth Chen, SBS, the President of the Council for his gentle hand, always patient and caring; and Dr Rosanna Wong, DBE, JP, the Senior Adviser of the Federation. I began my tenure under her and I am so appreciative of all the encouragement she has given me over the years, as well as her clear leadership training. She is the inspiration for my

own belief that anything is possible if you have passion and can work hard!

To the staff, I do not have adequate words to express how your hard work and dedication actually made my work easier! I am so proud of all of you and grateful beyond measure.

Lastly, I would like to say to the generations of young people in Hong Kong that I have had the honour in serving: every day was an exciting one! I am truly humbled by everything that you have taught me and how much I have been inspired by you. Thank you.



**Andy Ho Wing-cheong, MH**



# Corporate Strategic Development

In 2001, the Federation published its first Annual Plan, which marked the beginning of setting directional goals with measurables. The Federation is in its Fourth Five-year Plan (2019-2024), which outlines the organisation's working strategies and goals, with a focus on promoting young people's "All-round wellness" and establishing "Future skills". The pandemic, having significantly impacted young people's development, has led the Federation to make strategic adjustments and introduced four directional streams beyond the initial Plan framework. These directions include **Digitalisation, Upskilling, Sustainability, and Mainland Strategy**. With rising concern on *Environment. Social. Governance (ESG)* issues, the Federation is also eager to make commitments and incorporate related strategies for sustainable development.

## Digitalisation

To leverage of the momentum of technological advancements, the Federation explored the intersection between youth development and digitalisation by strengthening services and infrastructure. Some examples include:

- Establishing an extended reality (XR) studio at M21 which offered related courses and experiential activities to learn programme production and live broadcasting
- Launching the **New Casework System** to enhance service data collection and analyses, provided timely support for staff to grasp trend changes
- Upgrading the equipment and facilities in six Youth S.P.O.Ts to offer A.I. powered youth services
- Establishing smart self-service online portals to simplify user journey for Smart S.P.O.Ts

- Supporting young people through the **Inno Impact 2022** as they presented innovative ideas, contributing to society through technology. This resulted in the receipt of 130 innovative ideas covering various areas, including stroke rehabilitation medical robots, renewable energy systems and 3D virtual musicians
- Hosting the **Global Conference on Youth Crime Prevention: A Roadmap for the Future** to share and analyse the trends and prevention strategies related to youth crime

## Upskilling

The Federation has been advocating for youth to reskill and upskill by providing them with opportunities. With flexible employment trends, the Federation worked with partners to support and empower young people to help them adapt to the changing job market. Key highlights are:

- Training over 400 young people as, among others, sports coaches, STEM mentors and wellness coaches
- Establishing a **SLASH POINT** talent pool to help young people gain access to job opportunities in response to emerging trends of flexible employment
- Implementing the "Slash Trainee" Programme, allowing college students to gain experiences by following professionals in the field before becoming slashers
- Incorporating six future skills into core services, including "All-round Wellness Management", "Digital Skills", "Life Planning", "Innovative Problem-solving", "Resilience and Adaptability" and "Communication and Collaboration", to equip young people with necessary skills to succeed in their chosen fields
- Providing over 6,000 value-added courses through Youth S.P.O.Ts and Continuing Learning Centre, enabling young people to learn about digitalisation, technology, innovation, and more

## Sustainability

Supported by the Federation's Council, the Sustainable Development Committee empowered the Federation to be a sector leader in achieving sustainability. Focus highlights include:

- Initiating an **Embracing a Low-carbon World Leadership Programme**, funded by the Sustainable Development Fund, to facilitate the exchange of strategies between student leaders in Hong Kong and the Greater Bay Area (GBA) in ESG, and equip them with knowledge and skills necessary for the green economy
- Launching the **Green in Summer Campaign** in Youth S.P.O.Ts to promote sustainability and raise awareness among young people. This provided opportunities for young people to learn, volunteer, explore, and experience sustainability concepts and knowledge, and realise the impact of climate change, pollution, and other environmental issues
- Promoting wellness management skills to encourage a balanced personal growth and wellness approach through such activities, like singing bowls and harmonious powder painting
- Launching co-learning courses and healing experience activities by Wellness PLUS to strengthen stress management skills
- Enriching the **Wholewellness** social media page, to disseminate wellness information and assist young people in developing healthy habits in their daily lives, which reached over 10,000 followers

## Mainland Strategy

Given Hong Kong's unique positioning and to help young people better their understanding of the country, the Federation's areas of work included:



- Establishing the **Mainland Affairs Office** to coordinate and encourage mutual cooperation with mainland China, providing young people with opportunities to learn about mainland affairs
- Organising various cultural and exchange activities to deepen young people's understanding of the country's development and sense of belonging, which included the annual **China Week** focusing on China's sustainable development; and the **Dragon Dance Project**, which, through traditional Chinese ink painting, co-created by 10,000 youth, raised young people's interest in Chinese art and culture
- Executing the **HSBC Greater Bay Area Talent Development Programme** to aspire young people to study or work in the GBA. This Programme provided young people with skill enhancement workshops, mentoring programmes, and internship opportunities

The Federation believes its focus on these four key streams provides a strong foundation for young people to excel and navigate their futures in order that they might be able to contribute meaningfully in the future.

# Administration and Finance

---

## Administration

Mr Andy Ho Wing-cheong, MH, became the sixth of the Federation on his retirement as the Executive Director on 25 August 2023 after a dedicated service of 36 years and has taken up the role of the Adviser to Mainland Affairs Office. He was succeeded by Ms Hsu Siu-man, former Deputy Executive Director. With all systems and procedures properly in place, it has been a smooth transition.

After more than 33 years of outstanding service, the Deputy Executive Director, Ms Angela Ngai Mei-mui, took early retirement in December 2022. Everyone in the Federation is extremely grateful for her long service and her contribution. Along with a reshuffle of other senior leaders and with new Supervisors, duties have been reassigned and the up-to-date areas of responsibility are reflected in the organisational chart, on pages 98 – 99.

As of 31 March 2023, the Federation had a staff complement of 1,477 persons. There were 1,256 staff (or 85%) remunerated on contract terms, and 221 (15%) staff on perennial terms.

An in-house study group on human resources development, which was formed in July 2022, conducted a series of staff consultations, as well as undergoing a thorough review of human resources policies. Recommendations were gradually implemented in 2023, which included, increasing the maximum number of annual leave days of contract staff; the provision of rewards to staff with outstanding performance, and the setting up of a running team. Fine-tuning work was also made to optimise the measures on promoting workplace wellness, which covered the relaxation of the rules for taking family leave, as well as the creation of a co-workspace at the Headquarters.

During the year, the Federation has included a policy stipulating the rules on the usage of the national flag, national emblem, national anthem, regional flag and regional emblem. On enhancing accountability and governance, the Administration has laid down guidelines on the reporting of significant incidents.

## Corporate Governance and Risk Management

The Federation recognises the importance of risk management as an essential element to good corporate governance and 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.

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 with reference to legislative and other stakeholders' requirements, 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.

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



Close monitoring was made to the changing service needs at the post pandemic era. "Digitalisation", "Upskilling", "Sustainability", and "Mainland Strategy" continued to be the directions driving the Federation forward. Efforts were made to address the risks related to talent retention. Implementation of the three-Year I.C.T. Strategic Plan and various measures to improve cybersecurity were arranged.

Due to turnover and vacancies, increase risk was identified in the area of succession planning. Areas with medium level of risks mainly focused on different aspects of human resources management and technological risk.

During the year, seven checks on unit-level compliance to procedures were initiated; and another check at the HKFYG Lee Shau Kee College was arranged according to the requirements of the Education Bureau for the Governance Review

Sub-committee. Guidelines regarding compliance to legislative and funder's requirements were proposed. Reviews were also made to the internal controls for the EasyMember System.

## Finance

### The Federation

The total income of the Federation for 2022-23 was HK\$641,820,031. Government subvention, which totalled HK\$324,161,556, 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 for the year 2022-23 was HK\$596,601,581, of which 63% was spent on personal emoluments, 33% 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 and Youth 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 2022, the total income of the School was HK\$51,745,862 and its expenditure was HK\$51,499,109. 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 2022, the total income of the College was HK\$76,197,370 and its expenditure was HK\$70,199,594.

### Designated Funds

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/](http://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 54 staff members and 10 staff received the Staff Commendation Award in recognition of their loyalty and outstanding performance. The award recipients were:

**35-Year Award:** Mr Wong Hung-kam, Ms Leung Wai-man, Ms Lee Chun-yi, Mr Wong Ying-kit and Ms Monica Mok Lai-ngar.

**30-Year Award:** Ms Chan Kar-yin, Mr Wong Kwan-kit, Ms Chan Mei-lan, Ms Tsoi Lau-ching, Ms Clare Wong Wai-hang, Ms Stony Shek For-lin, Ms Hon Yip and Mr Lee Chi-kwong.

**25-Year Award:** Ms Wong Ching-sai, Ms Lam Yuk-ki, Ms Woo Lai-kei, Ms Cheung Ching-wan, Ms Lam Pui-sheung and Ms Lau Sin-ye.

**20-Year Award:** Ms Lok Wai-lin.

**15-Year Award:** Mr Choy Chi-lun, Ms Tam Ching-man, Ms Lam Shuk-wai, Ms Chan Yee-bo, Mr Leung Wai-man, Mr Lam Fu-kwai, Mr Poon Tak-on, Ms Leung Ka-yi, Ms Doreen Kong Lai-fong, Ms Lee Siu-kuen, Ms Leung Shuk-yin, Mr Lam Ho-pan, Mr Chung Wai-lim, Ms Cheng Tsz-ki, Ms Tracy Koon

Lai-hung, Mr Chan Ying-kit, Mr Tse Chi-kwok, Ms Chan Wing-ki and Ms Li Wai-ling.

**10-Year Award:** Ms Chiu Lok-ying, Ms Wong Ching-ye, Mr Chan Man-wai, Mr Gabriel Lee Sze-yeung, Ms Lau Chun-lau, Mr Tang Ho-ki, Ms Yeung Mei-ting, Mr Li Siu-kit, Mr Wong Kit-lam, Ms Chiu Ka-man, Ms Li Tung-mui, Ms Yeung Ching-yi, Mr Wong Kwun-kit, Ms Jelly Chen Yuk and Ms Yip Po-ye.

Long Service Awards were also given to Mr Lester Garson Huang, SBS, JP, and Mr Vincent Cheng Kin-yuen for their respective 30 years and 15 years of continuous service sitting on the Council of the Federation.

**Staff Commendation Award:** Ms Ling Yuen-kwan, Ms Pang Yuk-ting, Mr Ki Sik-kwan, Mr Lo Ka-kin, Mr Lau Chung-hin, Ms Cheung Tsz-tung, Ms Yip Po-ye, Ms Chiu Ka-pui, Ms Wong Kwun-fung, and Ms Lee Sin-kei.

### 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 "Project MAP – Meaning-centered Approach Drug Education and Counselling Program" of the Youth Crime Prevention Centre - Anti-Drug Service

Second Prize: To "Family Resilience Plus" of the School Social Work Unit

#### The President's Award:

To Jockey Club Jat Min Youth S.P.O.T., Social Innovation and Youth Business Unit for their excellent team spirit and cooperation, as well as their ability to respond to needs and to provide relevant services.

### Staff Social Committee

Because of the pandemic and to ensure that staff members remained connected, the Annual Gathering was conducted in a hybrid mode on 18 October 2022. Staff members were greatly entertained by the singing performance of Council Member, Dr Peter Tsoi Ting-kwok, JP, and enthusiastically participated in the interactive online competitions as well as the lucky draw.

Council members, staff members and their families enthusiastically participated in the *New Territories Walk for Millions* organised by the Community Chest in November 2022, setting foot on a new landmark bridge and enjoying the pleasant scenery of Junk Bay and Eastern Channel.

With a return to a more normal routine following the pandemic, the annual Inter-agencies Basketball Tournament and the annual Inter-agencies Football Tournament re-started. The men of the Federation were the third runners-up in the football tournament. Well done!

The Federation always prioritises the wellness of its staff. This year, the Committee formed a running team and invites staff members to join. Together, we run for wellness!

