

摘要

Executive Summary



香港青年協會(青協)在過去十年，已完成兩個五年發展計劃的機構改革和服務更新。本刊總結第二個五年發展計劃的經驗與成果，並分析當前社會趨勢及青年需要；透過全體同工的參與，集結工作智慧和團隊努力，編制第三個五年發展計劃暨 2014 - 15年度機構計劃。展望未來，為迎接青年、社會和科技帶來的挑戰和轉變，青協致力滿足青年需要及開拓青年發展空間，並繼續以專業、創新的服務，促進青年健康成長。

青協第三個五年發展計劃(2014/15 - 2018/19)將循以下四項發展策略，進行服務發展與創新。

強化專業・自主創新

深化對青年的支援，強化對服務的專業要求；建立機構自主創新文化，以青年為本，突破常規。

深化聯繫・擴大參與

善用數碼媒體平台，提升會員的緊密聯繫；地上及網上服務加強協作，擴大青年參與機會。

走進學校・扎根社區

加強與學校的聯繫，深化支援學生、家長和老師；關注社區需要，鼓勵青年參與社區建設。

高效管理・開創資源

完善機構制度，加強科技基建；拓展伙伴及資源，保持服務持續發展。

鑒於網絡科技高速發展，年輕人的生活和行為模式亦隨之發生變化，青協將加強內部科技基建，並持續推動「青年服務走上網」。青協以「強化專業・自主創新」作為第三個五年發展計劃的首個發展重點，強調以理論基礎、實證數據、專業介入、專業培訓來深化專業服務的發展。在職員團隊以外，亦將加強與不同專業界別建立伙伴關係，強化服務果效。為延續青協創新成果，將建立「自主創新」文化，進一步激發內在的創意和生產力，為青年建立創新服務。此外，青協各項核心服務亦將透過協作和整合，不斷提升服務效益。

於2014-15年度內，青協同工將全力以赴，以創新思維為青年提供優質及專業服務，共創豐碩成果。

會籍發展

青協會員人數預期達424,000人，並透過全新的「青協・會員易」及會員推廣工作，繼續提升會員的活躍參與，增加會員對青協的歸屬感，預期年度內活躍會員參與人次達3,300,000。

青年空間

繼續努力在社區成立「鄰舍第一」鄰舍隊，宣揚鄰舍關愛精神。今年度預計由3,000名青年義工為40,000人次貢獻愛心和關懷。青年空間預計年內為3,275,000人次提供多元化服務，致力為青少年的學科學習和進修增值開闢多元途徑。

邊青服務

邊青服務今年預計為4,160名邊緣青少年提供危機支援及個案輔導；透過違法防治中心及「青法網」的工作，重點針對青少年犯罪違規、性危機，以及吸毒問題等三方面進行預防教育和輔導服務。本年度亦加強倡導研發工作，進行兩項實證研究，提升服務的專業效能。

輔導服務

青協透過媒體輔導中心、「關心一線 2777 8899」、青苗計劃、駐校服務、青年全健中心、青少年評估及發展中心與賽馬會學生支援中心，為青少年提供專業的面談輔導、熱線輔導、網上輔導及體驗輔導服務，預期年內處理求助個案達61,700宗，活動參與人次達760,000。

家長服務

親子衝突調解中心將全力拓展調解兩代衝突的服務，提升青少年與家長積極面對衝突的技巧和能力。預期年內親職及親子教育活動參與人次達30,900。

就業支援

青年就業網絡為15至29歲有就業需要青少年提供培訓課程及個案輔導，並為高中生及大專生提供「生涯規劃」服務，預計參與人次達 64,500。此外，青年社會企業及香港青年創業計劃將繼續開拓社會企業項目及進一步推廣香港青年的創業文化，致力促進青年就業以外的另一個選擇。

義工服務

青年義工網絡推出「好義配」全新義工搜尋器，以「簡易做義工」為目標，推動義工普及化，並滙聚義工培訓教材及義工資訊，連繫全港義工及服務機會，作即時服務配對。預期年內網站有80,000人次瀏覽，10,000名青年義工登記使用網站，以及5,000人次成功於網上配對義工服務。

領袖培訓

青年領袖發展中心年內將繼續舉辦領袖訓練課程及活動，參與人次預計達36,000。同時，積極進行活化前粉嶺裁判法院成為「香港青年協會青年領袖發展中心」，為香港培訓更多具潛質的領袖人才。此外，亦繼續推動「香港青年服務大獎」，表揚及鼓勵勇於承擔和貢獻香港的青年。

M21媒體服務

M21媒體空間是一個集媒體實驗、媒體教室和媒體輔導的綜合互動平台，透過M21青協網台的7大頻道聯繫青年，並積極擴展學校和社區廣播網絡覆蓋面，預期年內製作200小時網台節目，網上聯繫人次達1,400,000。

教育服務

青協轄下的李兆基書院、李兆基小學、鄭堅固幼稚園及兩所青樂幼稚園致力發展校本課程，達致全人教育的目標。此外，青協持續進修中心及持續教育中心亦為全港青年建立「求專、求博、求啟發」的持續學習平台。預計年內參與青協教育活動人次達381,170。

創意交流

創意教育透過本地及國際比賽和活動，提升青少年對科學的興趣與發揮創意潛能，預計創意活動參與人次達280,000。此外，青年交流部將致力舉辦交流團，協助青少年了解國家發展和建立國際視野，預計年內參與人次達17,300。

文康體藝

青協將繼續提供多元化活動，發揮青年在文藝和康體活動上的才能。本會轄下的賽馬會西貢戶外訓練營已完成擴建，宿位增至460，為青年提供更優質的環境及設施進行活動；其餘三個營地亦繼續提供訓練活動及完善設施，預計四個營地年內的使用人次達177,000。此外，亦同時致力推廣無伴奏音樂及舞蹈文化，預期年內文化藝術活動參與人次達73,400。

研究出版

青年研究中心將加強針對服務對象的研究工作，促進社會對青年問題的重視，並透過媒體製作分享研究成果，加強政策倡議和分析，預計年內將進行13項青少年研究工作。專業叢書統籌組則專責統籌專業叢書及青年讀物的出版和營銷安排；連同英文季刊《香港青年》、中文雙月刊《青年空間》、新書及研究等，年內出版數目合共達36項。

可持續發展

青協將聘任環保顧問公司為M21媒體空間、賽馬會西貢戶外訓練營和總會進行《能源及二氧化碳排放綜合審計》，以及為單位開展《碳足跡調查》，根據結果訂立「節能減碳、回收減廢」的機制和措施，切實執行環保政策，並開展社區回收計劃及「賞綠頻道」等，加強青年對環保的認知。

人力資源管理方面，青協將積極回應社會和服務需要，支援員工的專業培訓，提升工作效能。同時，繼續完善內部管理，確保現有資源用得其所以；另亦加強伙伴及資源拓展的工作，以開拓服務發展的更大空間。

青協預算2014-15年度總收入近港幣六億元。薪金佔預算總支出的62%；包括活動費用等項目的「其他開支」佔34%；餘下4%為租金及差餉。



The Hong Kong Federation of Youth Groups (the Federation) has implemented two Five-Year Plans in the past decade, restructuring the organisation and rejuvenating its services. Five-Year Plans in the past decade, restructuring the organisation and rejuvenating its services. The Third Five-Year Plan cum Annual Plan for 2014-15 was formulated through the concerted efforts of the staff. It combines the experience and wisdom gained as a result of implementing the earlier Five-Year Plans in order to address the social demands and concerns of youth. The Federation will continue to strive to provide young people with professional and innovative services, using the latest forms of technology and helping them to grow into well-rounded, responsible individuals. The following four strategic goals of the Third Five-Year Plan will guide the development and innovation of its youth services.

Professionalism and Innovation

Enhancing professional services and reinforcing support to young people in need; and building innovative organisational culture.

Engagement and Participation

Maximizing the use of online and social media platforms to actively engage young people; and enlarging youth participation by strengthening synergic collaboration of youth services online and offline.

School and Community Networks

Strengthening connectivity with local schools and reinforcing supportive services to students, parents and teachers; caring for community needs and engaging young people to serve their communities.

Efficiency and Resources

Perfecting organisational mechanisms and enhancing digital infra-structure; expanding partnership and developing resources to sustain service development.

As the rapid development in digital technology has already begun to bring about changes in young people's lives, the Federation will enhance its digital infra-structure in order to strengthen connectivity with young people, and to further create the synergy between services online and offline. With the emphasis on "Professionalism and Innovation" as the first strategic goal of the Third Five-Year Plan, the Federation will strive to focus on implementing evidence-based practice, enhancing the professional qualifications of staff, collaborating with other professionals, in order to provide the highest standard of professional services to young people. Innovative culture will also be promoted to encourage creativity in service development. Collaboration among core services will also be reinforced to create synergy.

The collective efforts of the Federation's staff have always been geared towards rendering practical, as well as innovative services, to the young generation. In the coming year of 2014-15, the Federation shall follow the plans and key performance indicators as listed below:

Membership:

With concerted effort, it is forecasted that the number of registered HKFYG members will reach 424,000 by the end of March 2015. The Federation will also take measures to enhance the participation and sense of belonging of registered members and it is hoped that the attendance of active members will reach 3,300,000.

Youth S.P.O.Ts:

The Youth S.P.O.Ts established the "Neighbourhood First" Community Volunteer Teams to promote the spirit of a caring community. It is anticipated that 3,000 youth volunteers will be involved in serving an attendance of 40,000 people in need. Programmes to enhance young people's capacity in school studying and continuous learning will be organized and it is estimated that the total attendance at the Youth S.P.O.Ts will reach at least 3,275,000.

Services for Youth at risk:

There are three main foci in the work of the Youth Crime Prevention Centre and the Youth Law mobile app. These include the prevention and treatment of young drug abusers, victims of gang crimes, as well as those related to sexually risky behaviour. The Federation aims to provide crisis intervention services and counselling to at least 4,160 youth at risk. Two evidence-based researches will also be conducted to enhance the professional intervention and advocacy work.

Counselling Services:

It is expected that altogether the Federation will handle 61,700 counselling cases and calls, while total attendance to counselling services and activities will reach 760,000 in the coming year. Services will be offered through professional face-to-face, hotline, cyber counselling and multi-media counselling support through its Media Counselling Centre, Youthline 2777 8899, Student Guidance Team, School-based Social Work Unit, Youth Wellness Centre, Youth Assessment and Development Centre and Jockey Club Student Support Centre.

Parenting Services:

The Parent-child Mediation Centre serves to help improve the problem-solving skills and abilities of both parents and children leading towards harmonious relationships. The Federation will organise educational programmes, and expects an attendance of 30,900.

Youth Employment:

The Youth Employment Network will provide employment training courses and counselling services for young people aged from 15 to 29, reaching a total attendance of 64,500. "Life Planning" skills and services will be provided to higher form students and tertiary students in order to strengthen their career planning. Together with various youth social enterprises and Youth Business Hong Kong, the Federation will continue to improve the employability of young people.

Volunteer Services:

The “easyvolunteer.hk” portal has been launched to provide convenient access for young people and young professionals to serve the community. It is hoped that there will be at least 80,000 visitor sessions, 10,000 volunteers will register via the portal and 5,000 volunteering opportunities will be successfully matched for young volunteers.

Leadership Training:

Leadership 21 will provide professional leadership training courses and programmes for an attendance of 36,000 young leaders in the coming year. The Federation’s new Leadership Institute, to be situated on the premises of the former Fanling Magistracy, will give further impetus to leadership training. The Hong Kong Youth Service Award is to recognise young leaders who have shown their commitment in serving the community and their willingness to serve as role models to encourage others to contribute their time and efforts to others.

M21 Media Service:

M21 is the Federation’s new endeavour to provide media skills training and media production experience for young people. Media counselling is also provided to help troubled youth to easily express themselves. Through the seven channels of the M21 online platform, it is expected to produce 200 hours of programmes and the M21 website and the media platforms will have 1,400,000 visitor sessions in the coming year. The broadcasting network in schools and the community will be expanded through the setting up of a “M21 Set-top Box”.

Education Services:

The three Kindergartens, the Primary and Secondary Schools, as well as the Continuous Learning Centre, will continue to provide quality education. With a focus on the creation of a sound and effective learning environment, the mission of each school is towards the all-round development of students. Total attendance is expected to reach 381,170.

Creativity Education and Youth Exchange:

International and regional creative education campaigns, competitions and exchange programmes form part of the Federation services. Total attendance to these programmes is estimated to reach 280,000. Youth exchange tours will also be organised to nurture a better understanding of what it means to be both Chinese as well as a global citizen. An estimated attendance of 17,300 participants is expected.

Leisure, Cultural and Sports Services:

The Federation will continue to maintain and provide a wide-range of activities for youth to cultivate their talents in the performing arts and sports. It will maximise usage at the Federation’s four outdoor training camps and activities centres. The Phase III Expansion of the Jockey Club Sai Kung Outdoor Training Camp is now completed and can now provide 460 hostel places, with state of the art environment and facilities. With the three other camp sites, it will now be able to accommodate a larger variety of training activities for an estimated 177,000 campers. The Federation continues to organise *a cappella* festivals, along with other programmes, including the “dancing for caring” programmes in the community, total attendance of cultural services is expected to reach 73,400.

Research and Publications:

The Youth Research Centre remains committed to conducting 13 surveys a year, as well as undertaking research studies on youth trends and problems. In order to raise awareness on liberal studies and current affairs, online programmes will be available for students and teachers. Professional publications on youth related topics will continue to be coordinated by the Professional Publications Unit, which is also responsible for the sales and marketing of the book series. It is expected that altogether the Federation will publish 36 new books, research reports, as well as the English quarterly journal, Youth Hong Kong and the Chinese bi-monthly, Youth S.P.O.T. Magazine.

Green Organisation:

The Federation will implement environmental protection measures to reduce carbon emission and save energy in its working premises. Recycling programmes and broadcast programmes on environmental protection will also be carried out at the community level.

With staff as the core of the Federation, professional development programmes will be offered as an investment into the future. Internal monitoring will also be enforced to ensure the most effective use of existing resources. The Partnership and Resources Development Office will explore different possibilities of further service partnership and collaboration.

The income of the Federation for the year 2014-15 is estimated to be approaching HK\$600 million. Staff salaries account for 62% of the Federation’s total costs. Meanwhile, “Other Charges” include expenditure on programmes at about 34%, while the remaining 4% is spent on rent and rates.